

Buena Vista

Community Assessment



May 6-7, 2013



Committed to the future of rural communities.



**DOWNTOWN
COLORADO, INC**



Colorado

Office of Economic
Development and
International
Trade

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

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Team Members

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

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Introduction

Welcome to the downtown assessment for the Colorado community of Buena Vista. Qualifying communities in Colorado have the opportunity to apply for assistance through Downtown Colorado, Inc. to participate in a downtown assessment process partially sponsored by the USDA Rural Development Rural Community Development Initiative (RCDI), and completed in collaboration and sponsorship with the Department of Local Affairs (DOLA) and Office of Economic Development and International Trade.

The Downtown Colorado, Inc. (DCI) downtown assessment and training program is a process of gathering community leaders and stakeholders and developing a structure and process for them to support local businesses and the vibrancy of the commercial district. The result of the process is a road map to guide community leaders in providing services and training to help local businesses thrive.

Downtown Colorado, Inc. assembled a team of volunteer professionals including designers, planners, land use, and finance experts to work in Buena Vista for two days and then contribute to this final report. The assessment team appreciated the invitation to learn about and assist your community and worked diligently to provide relevant and realistic input toward the betterment of downtown Buena Vista.

Process and Planning Summary

In winter of 2013, the Town of Buena Vista requested a downtown assessment team visit from Downtown Colorado, Inc. (DCI) for May 6-7, 2013. The purpose of an assessment visit is to bring a team of consultants specializing in downtown and community revitalization to provide tools, insights, and direction to help the host community with its downtown revitalization goals.

With this assessment Buena Vista requested

technical assistance in the areas of: land use (most specifically Main Street), economic development associated with seasonal and year-round economies, and the roles of stakeholders within the community. One of Buena Vista's primary objectives is to establish a "sense of place". Another is to create a community organization that will provide short and long term cooperation, collaboration, and sustainability for Buena Vista. Additionally Buena Vista wants to receive further assistance with gathering support and insight from key stakeholders in the community and to draft a plan with buy in from the town.

In anticipation of this visit, the Town of Buena Vista submitted their comprehensive plan, planned focus groups, and provided extensive background information about the history and status of the Buena Vista downtown revitalization efforts, initiatives, and the issues facing the community.

On the first day of the visit, team members were given a presentation on the history of downtown and toured the town. Afterward, the team met with the city staff for lunch, and then held four well-attended focus group sessions with community stakeholders and interested citizens. The purpose of the focus groups was to hear directly from citizens about the issues facing the downtown and the community as a whole; and to answer questions team members may have about the perceptions, strengths, weaknesses, and opportunities related to downtown Buena Vista.

On the second day, team members gathered to discuss their observations and formulate recommendations. That evening, team members presented their findings in the form of a PowerPoint presentation followed by a question and answer session open to the entire community at large. The following report provides an overview of the downtown assessment visit, identifies partners and

resources to help the community, includes observations from the visit, identifies issue areas, and makes recommendations for actions the community can take to strengthen the downtown.

Background Information and Historical Context

The Town of Buena Vista is located in Chaffee County and nestled in the heart of the Rocky Mountains in central Colorado, midway between Salida and Leadville in the Upper Arkansas River Valley. The area surrounding Buena Vista is sometimes referred to as the 'banana belt' due to its mild winters. The Town of Buena Vista sits at the base of the Collegiate Peaks: Mt. Princeton, Mt. Yale, Mt. Columbia, and Mt. Harvard. The earliest settlers came to Chaffee County in the 1860s, and were attracted to the Arkansas Valley soon after gold was discovered. The earliest settlers were mainly interested in mining, but due to the abundance of water and fertile soil farmers and cattle ranchers followed.

The town was settled in 1864 and incorporated in 1879. Buena Vista grew as a railroad town serving the local silver, gold, and lead mining industry, with three rail lines including the Denver & Rio Grande, South Park & Pacific, and the Colorado Midland. In 1880 a vote was taken to have the county seat move from Granite to Buena Vista. The County Seat eventually moved to Salida leaving the historic courthouse downtown to become a private school that is now operated as a museum. The first church meeting was held in a harness shop in 1880 and the first bank was incorporated in 1891. The fire department, known as the Buena Vista Bucket Brigade, was organized in 1880. They were kept busy for the first several years because, like many of the early settlements, Buena Vista suffered several major fires. The Chaffee County Times was the first newspaper; the first print came off the presses in 1880, and the Chaffee County Times is still going strong today.

The Correctional Facility was built in 1889. It has played an important role in the economy of the town providing jobs for Buena Vista residents as well as free correctional facility labor for the public buildings and parks. Buena Vista is currently a popular destination for white water rafting, snowmobiling, and cross-country skiing, camping, horseback riding, fishing, hunting, mountain biking and backpacking.¹

Observations

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

- There is an abundance of community pride and spirit.
- Buena Vista is beautiful and has great natural assets.
- Buena Vista is a great location for outdoor activities, open space, and accessibility to the Front Range is a main draw.
- The Arkansas River is a key asset.
- Social media is not utilized to its full potential for locals and visitors.
- Buena Vista is a town where you can still control how your community grows.
- There is a disconnect between the sides of Main: West Main, East Main, and South Main all have their own identities that need to be celebrated but also need to be connected into one community
- There is a large population of nonprofits, charities, and people who give back to the community.
- There is a need for more youth activities and engagement.
- During the shoulder season in downtown there is a feeling of vacancy and emptiness.
- Everyone would like to see a stronger year-round economy and a full vibrant downtown.
- There is an abundance of boards, community groups, and many meetings.
- Town council and staff have taken great strides to change information flow and prioritization of projects.
- Buena Vista should be a destination of

¹ <http://www.buonavistacolorado.org/history.htm>

heritage tourism.

- Heritage and arts organizations need to work together to create a brand.
- There are great trails, but connectivity could be improved throughout town.
- Creating more events and festivals in the shoulder season are a priority.
- Many want Buena Vista to be a destination.
- There is a need for more winter recreation outdoor activities and marketing to attract visitors.
- There is a desire for a central gathering space or town square.

Organization

The first section of this report focuses on organization, which includes developing collaboration, volunteer recruitment and management, fund-raising for the organization, and developing operational strategies, based on strategies adapted from the National Main Street Approach. 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 principal components of organizing a downtown revitalization program are:

- Public and media relations
- Volunteer development
- Fundraising

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

Notwithstanding this fundamental description

of a typical downtown organizational structure, numerous variations exist throughout the State of Colorado as well as nationwide, and are driven largely by local circumstances. In some towns, for example, the chamber of commerce is strong enough to add an organizational component designated to focus on the downtown. Other districts develop some form of special district to dedicate resources and focus 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, the program most likely will not accomplish the desired outcomes and risks fading away before it has a chance to succeed, despite the best intentions of all concerned.

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

O1. Observation: The community has completed numerous high quality planning activities and reports, and has subsequently identified significant projects on which to work. The town has spent a great deal of money and time planning and assessing the needs of the community and developing various community plans. From the comprehensive plan to the trails and park master plans, the community has a number of documents that can help guide the development conversation in the community. Implementation is the next step.

OR1 Recommendations:

- A. Identify and declare community priorities and find a champion to further them. The community seems unable at times to reach consensus to support implementation, which results in reports sitting on a shelf. Make a bold statement that the town leaders will identify key priorities around activity nodes to focus resources in a strategic process for greater impact.
- B. Consider criteria for projects, events, partnerships, et cetera and use it to develop a scoring system to take politics and personality out of decisions.
- C. Evaluate and re-assess priorities each year without changing course.
- D. Update the comprehensive plan in combination with this report to guide and coordinate potential projects and to help shape overall activities. If the document is being used in competing manners, it is not a useful document. The board of trustees should be able to use the document as a guide. Plans that are outdated and no longer represent the vision of the community can be more detrimental to the development of the community.

O2 Observation: There are many dedicated groups working to make the community a great place. In some cases these partners work together and at other times one group is unaware of what others are doing. Communication should be pronounced and partnerships deliberate between and amongst the organizations in order to strengthen and enhance the work taking place.

OR2 Recommendations: Consider greater partnerships with the high school, Department of Corrections (DOC), Rotary, Optimists, and any other downtown stakeholder.

- A. Create a list of beautification projects for public and private properties that need physical labor for landscaping, planting, etc.

and work with property owners and public works department to develop coordinated schedule with DOC.

- B. Have a job description for a youth journalist for each advisory board to attend meetings and report back on projects by creating a social media outlet and high school civic activity newsletter.
- C. Post non-profit, advisory board and other community partner job descriptions on the town and chamber websites under a tab for engaging with the community. Outline skills needed, time frame for project, desired outcomes, etc.
- D. Use community objectives to outline a need for professional skills and succession planning for key private and public roles.
- E. Create a citizens academy to educate and cultivate future leaders for the community.
- F. Engage realtors, lodgers, and other businesses to have a quarterly or semi-annual meeting to discuss partnerships and collaboration.

O3 Observation: There are great structures and processes in place to shape input, planning and development in Buena Vista for example, the advisory boards, options for public input, etc. Many planning processes have taken place to help coordinate the efforts in the community, especially among town advisory boards. The more formal template helps the advisory boards communicate in a more effective manner with elected officials and ultimately leads to better town policy.

OR3 Recommendations:

- A. Town staff attending each advisory board meeting is great. Continue the practice of the staff guiding the project development process and liaising between the Advisory Boards and the elected officials. Identify a board liaison for each advisory board to increase the interim communication between funding requests. This will ensure that the elected officials are completely aware of what the advisory boards are working on

and will decrease the number of “surprises” and ensure the advisory boards’ planning processes are not so far along that the elected officials are blindsided by what is happening or feel that they need approve projects they may not fully support.

- B. Consider consolidating meetings to assist with communication and align with unified community objectives.
- C. Consider a standardized planning document for each committee. This document should identify annual objectives, projects and budgets. Link the advisory board’s plans and integrate them when possible. When making financial decisions, the Board can compare objectives and rate projects based on community wide priorities. Require community match and partnerships with local organization.
- D. Include the list of priorities from community comprehensive plan to create checklists which identify how to spend additional funds. Develop rating criteria for the distribution of 2% sales tax. While this is the town’s primary General Fund revenue which must be directed to basic functions, it is important to consider a well-functioning commercial district as a mandatory function that the community needs to continue generating revenue.
- E. Consider short and long term options for financing and coordination. Eventually the private sector must also contribute to the success of the downtown.

O4 Observation: The number of people who showed up to the focus group meetings was incredible. The community really wants to participate in the bettering of the downtown and the town overall. However, people become disengaged with too many meetings and then react rather than participate. Action needs to be taken to retain the enthusiasm and ensure the process moves forward with full community support.

OR4 Recommendations:

- A. Consider a plan to create a Main Street/ Creative District Coordinator position to help link the pieces of your puzzle all together and synchronize the work each organization is doing. Either of both of these approaches would provide a structure to house the community’s various initiatives and synchronize efforts to the larger community vision. This coordinator can help each of the efforts stay in line with the vision of the downtown. Many of the concepts discussed by the community, and included in this report, should be a coordinated effort that uses communication and planning to link all concepts. For example the marketing materials share ideas furthered through event expansion, and physical community connections happen simultaneously with increased partnership and inclusive community activation.
- B. Identify key meeting processes and short-term outcomes to implement and hold engagement. People want to see things getting done and even small successes will keep them engaged.
- C. Some delays occur because the budgeting process is once a year. Continue six month budget review. Possibly create budgets for each board based on an annual work plan with objectives and how those objectives meet the needs of the priorities of the Town Board.
- D. Create a short list of topics being discussed in advisory committees or for consideration by the town. Have the short list on the web site, chamber site, around town, water bill, newspaper, social media, anywhere where it will be seen by residents.

Promotions & Communication

Promotion is another 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. This image can then be reinforced 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.

Communication and Collaboration

P1 Observation: There is a lot being done by the town to support groups wishing to plan events.

PR1 Recommendation: Toot your horn. It is a good idea to continue being a strong partner for community groups and business, but it is also important to track and report back on the impacts annually to ascertain what you are accomplishing, encouraging, and to understand how effective you are.

- A. Track fees that are waived and create a list of money donated by the town to various types of projects. Review the donations made on an annual basis and compare to community-wide objectives to see if there are ways you can increase contributions to further the community vision.
- B. Create a brochure and website section highlighting how the community is working with partner groups.
- C. Continue to use newspaper and other outlets to announce successful initiatives. The idea of partnership and goodwill with the media and communications groups is a huge asset for the community. Continue to build on this partnership and be sure to engage the media groups in committees and initiatives to increase awareness, transparency, and partnership.
- D. Continue to strengthen social media and website communication. While print, radio, and television media are great for sharing with your local groups, clarifying your presence on the Internet will help to reach

new audiences. Review the communications planning items in the appendices and consider how to build a one stop Internet presence for reaching residents and visitors who don't already know about Buena Vista's attributes.

- E. Thank all the people who made success happen. There are so many dedicated groups working in the community that it can sometimes be hard to track. Be sure to create a town-wide list of projects, opportunities, and accomplishments, and highlight the roles that people play in making the community a more vibrant place!
- F. Throw a town party. Consider a community-wide appreciation event with all boards and nonprofits and advisory groups invited. At least once a year (or even more) it is good to get neighbors together and celebrate your accomplishments. This helps to increase awareness, build a sense of partnership and community, and keep the momentum going. Utilize students to follow and report on activities of each advisory board to educate students and create an online presence. Student and youth engagement is really important for creating a future community. Show the youth how they can be involved and ask them to report on committee activity to other youth. There are numerous organizations that can help.

Think and Communicate Strategically

P2 Observation: There are many events happening in Buena Vista from May through October.

PR2 Recommendations: Consider quality over quantity when establishing a core of top-notch activities that reach broad demographics and meet community objectives. Quality is what excites people and consistency is what makes them confident to return. Be sure that you have consistent and high quality events and activities in the commercial areas and the rest will happen naturally. Use the strategic event planning tools

in the appendix, and consider the following:

- A. Focus on locals: People are the best way to attract other people. Getting local participation and buy-in will create word of mouth advertising, secure steady event participation, and help to foster population growth in the community.
- B. Strategically plan to activate space throughout the year and hours in the day. Think about the times when places are less active and consider how to activate those time periods. For example, if there are no indoor night activities you can think about what those could be.
- C. Consider retail, image building, and special events: Retail brings people to the stores (scavenger hunt of product in retail stores), image building creates the habit of being in town (summer concert series), and special events celebrate together (Halloween or Annual Volunteer Appreciation). For a really quality event, build all three components into the event.
- D. Build onto events rather than start new events. For example, if you want something for kids, engage the Boys and Girls Club to create a fun activity to add on to an existing event. This can help them to fundraise and the town to have more activity that town staff doesn't have to manage.

P3 Observation: There are many assets and destinations in the region that are a great draw. The airport, hot springs, ski area, and neighboring communities are excellent draws in and of themselves. Linking the assets in the area through planning, communications, and collateral materials will be mutually beneficial.

PR3 Recommendations:

- A. Work with regional entities to establish a regional marketing group that meets annually or

more often to identify ways to collaborate and most efficiently use individual marketing funds. There are many assets in the area but the marketing is overwhelming. Consider a regional project to simplify materials with a unified regional message. Create one brochure and one website that indicate the assets in the county, highlights them each on a map, and can be distributed online and in hard copy.

- B. Continue the very important idea of enhancing connectivity with broader more synchronized information. Increase use of informational tools including social media and informational kiosks, internet links and transportation to link the hot springs, airport, community college, and downtown. With existing sites (in town and on the internet) be sure to connect the dots to other resources. Make it easy for folks to enjoy all of the assets and then come back to Buena Vista for dinner and a good rest.

P4 Observation: There are several versions of different marketing/informational materials but a conclusive comprehensive source of information for the community does not exist.

PR4 Recommendations: It is great to have many community partners, but that also

can cause confusion in communication if there is not one point of contact. Consider the following means for developing clear communication and one entity to drive the community's commercial district programming and support:

- A. Chamber should consider moving to an inclusive model with investor options. Include all businesses and entities in listings and meetings with extra benefits for additional exposure.



- B. Create one list of all businesses and products available in town with a map and update it regularly.
- C. Work with all county lodging establishments and campgrounds to promote Buena Vista businesses. The Chamber can negotiate a group rate for all members.
- D. Create formalized cross marketing in addition to the current grass-roots referral program. Using the business initiative to do promotions on receipts is a good way to show customer appreciation and support fellow business people.

P5 Observation: Your image on the internet is important and worth spending resources to enhance. Currently, there are several sites with partial information but no one place with all of the information.

PR5 Recommendations:

- A. Create a one stop shop about Buena Vista for tourists looking for great trips, businesses or residents looking to relocate, locals looking to volunteer, or any other relevant information.
- B. Streamline communications with one county-wide calendar. Currently, there are at least two with the Chamber and Arts Community, both of which are keeping a calendar. This shows duplication and both entities are dedicating resources to keep up the calendar. It also presents possibility for inconsistent information as one entity might have more or less information than the other. It would be wise to choose one site for the calendar and create links to avoid duplication and inconsistency.
- C. Conduct a self-audit on Google and the Internet to see what you look like to people searching on the Internet. Sometimes the only reviews online are less than positive and if you are not aware and working to address the issues, this will be your image.

P6 Observation: There is a gap in services being provided to teens and lower income

residents. There are several groups in town working with some of those groups separately.

PR6 Recommendation:

- A. Convene the non-profit and service oriented groups and consider how they can complement each other's work to make a bigger impact. Develop regular meetings, evaluation, appreciation annually to identify community wide events and a role/activity for each group.
- B. Work to develop a clearinghouse of employment opportunities and ways to engage disenfranchised groups. Survey all non-profit and service providers to develop list of job descriptions, decision-making processes, online and resource access, and to communicate needs to peer groups to support community objectives and engage potential partners in implementation.
- C. Create a campaign of local store owners to identify potential jobs, volunteer and training opportunities to include in the list of job training and employment opportunities.
- D. If businesses, non-profits, and public facilities can create a habit of being open, people will create a habit of going downtown. Consider how to engage and invite activity from all groups.

Some event and business ideas we heard in our meetings included:

Events to start or build on:

- Art walk with ties to restaurants and community history
- Concerts at the beach with crafts sales
- Christmas choir and caroling in costume
- High school events and sports linked to local business
- 16 churches could create a regular fundraising event for the community
- Dancing lessons with orchestra
- Parade -Fourth of July picnic

Destinations:

- Yarn store

Buena Vista

Event	Kid	Young Families	Partners	Retail Support	Teen	Downtown	Fundraise	Music	Food
Community Dance	X	X						X	
AADA Chocolate Lover's Fantasy				X		X			X
Paddle Fest		X	X	X		X	X	X	X
4th of July Celebration	X	X				X		X	X
Collegiate Peaks Rodeo									
Gold Rush Days									
Fiber Arts Annual Fashion Show and Luncheon				X		X			
Holiday Art Walk				X		X			

	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec
Community Dance		X										
AADA Chocolate Lover's Fantasy		X										
Paddle Fest					X							
4th of July Celebration							X					
Collegiate Peaks Rodeo							X					
Gold Rush Days								X				
Fiber Arts Annual Fashion Show and Luncheon										X		
Holiday Art Walk												X



- Brewery and distillery
- Art gallery- newsletters and past customers

Businesses needed:

- Chocolate store
- Restaurants and outdoor seating

Economic Restructuring

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

ER1 Observation: There are several vacant properties in downtown but the town would like a more vibrant downtown. The community would like to “have things to do” during all times of the day for both families and visitors.

ERR1 Recommendations: Create both short term and long term strategic business attraction plans for the downtown. In the short term, explore inexpensive opportunities to help activate and create a visualization of what could be. Staging food trucks in empty lots, encourage pop-up businesses in vacant storefronts, or demonstration tents down by the river can be an effective method to see what types of business could be a good fit in given location.

- A. It is necessary to create a longer and more strategic plan to help attract targeted businesses to the downtown.
- B. The first step is to collect data about Buena Vista and use that information to communicate benefits of locating in Buena Vista to potential businesses.
 - a. Consider creating a “what you need to know about doing business in Buena Vista” package. Engage the real estate

community to provide information about commercial buildings in downtown.

Use that information and professional network to develop a property inventory.

- C. Consider creating an incentive plan which will help attract business to your downtown. Incentives don’t always have to be financial; they can include access to other amenities throughout the business community. If the city decides to offer more formal incentives either financial or fee waiver, there will need to be a consistent implementation of incentives. Often, a local government will decide who will get the incentives based on job creation or projected sales tax generation.
- D. Work with the owners of both the theaters in town to determine their interest in opening the theaters or donating, selling, or leasing the theaters to get more indoor, evening, and cultural activities going in downtown.

ER2 Observation: Downtown businesses and the Buena Vista economy are subject to the seasons. The Town of Buena Vista and the business community should work to extend the shoulder seasons and eventually create year-round business opportunities. Additionally, several participants communicated that there is a need for year round livable wages

ERR2 Recommendations: Create a retention plan to support existing businesses as well as support new business moving to area.

- A. In the off season, partner with existing organizations who provide training in social media or hospitality training for summer staff.
- B. Use peer- to -peer communications to help with cross promotions and conduct business familiarity tours for downtown business staff prior to the busy season. By doing so, all Buena Vista business owners and employees can help educate tourists on who has what, or what to do
- C. Consider conducting web audits and

communicate with each other what is working.

ER3 Observation: There is a shortage of workforce and affordable housing to meet current or forecasted growth needs. The Boys and Girls Club, Habitat for Humanity, and the Chaffee People's Clinic all expressed that their clients are in need of affordable housing. Several businesses mentioned they need housing for the seasonal workforce.

ERR3 Recommendations:

- A. Begin to gather service providers to share data to demonstrate the need for housing.
- B. Conducting a market study can help identify the gap in the housing needs and help developers who may want to build in Buena Vista become better informed of the market demand. Market studies usually cost \$5,000 to \$6,000.
- C. In order for housing to be developed, you will need to create public private partnerships. The Upper Arkansas Area Council of Governments is your affordable housing provider.
- D. Begin communicating the town's needs and begin to create a partnership. They should be able to access federal dollars to help with affordable housing development. Consider adding inclusionary zoning requirements in new developments to integrate workforce and affordable housing. By doing so, the town can begin to create a social and economically balanced community.
- E. Additionally housing will help create a critical mass to support your downtown business as well as help to attract families into the community.

ER4 Observation: There seems to be an opportunity for existing business clusters to expand by using existing resources such as the airport, community college, and industrial park. There are already several existing clusters that are successful in Buena Vista. The natural

environment lends itself to world class kayaking, year round outdoor sports, and health and wellness.

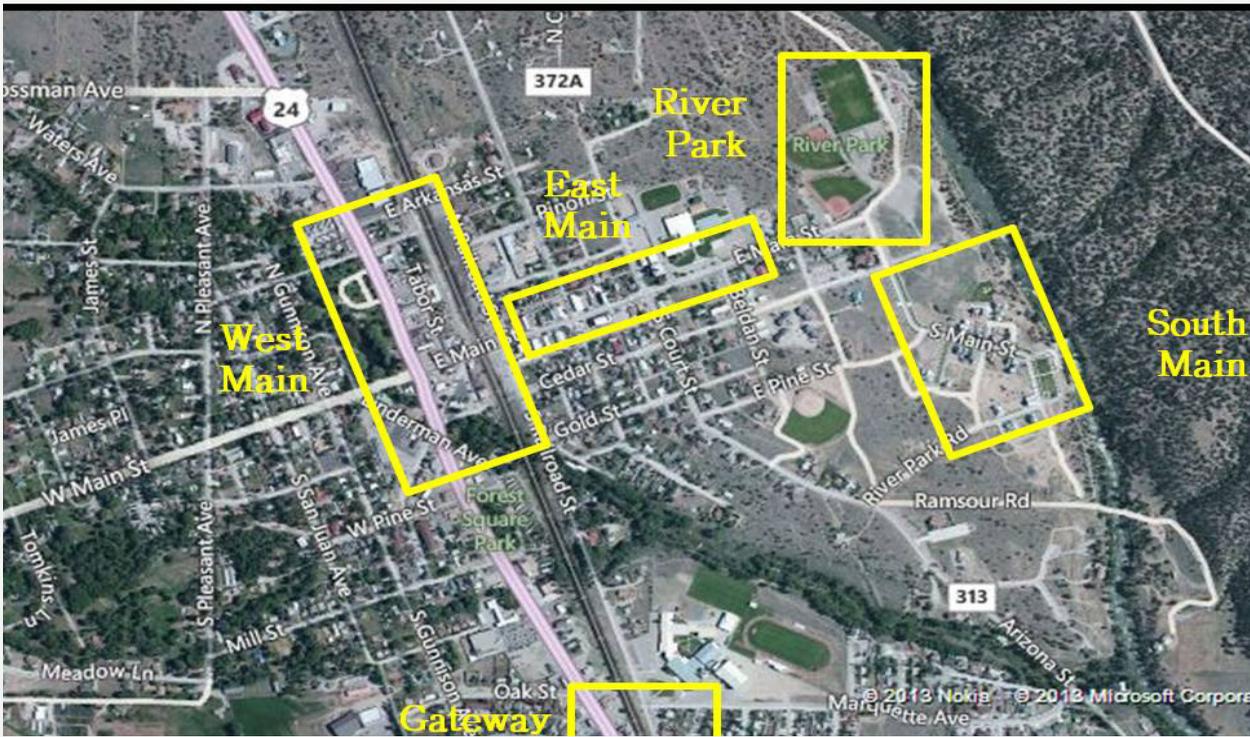
ERR4 Recommendations:

- A. Consider using the industrial park as a research & development and manufacturing incubator for kayaks and other outdoor gear.
- B. Work with the community college curriculum and courses to help develop workforce to support these types of initiatives.
- C. Use the river, and world class kayakers to test new gear, then provide feedback to the manufacturing business. These types of jobs can help support the local economy during off- seasons by providing livable year round wages. Make sure to help these types of companies with any applicable state and local tax incentives.
- D. Communicate and partner with Mt. Princeton Hot Springs and Resort to develop transportation options so their clientele can come into the downtown and outdoor activities. Explore if there are any other services the downtown can provide visitors.
- E. Make sure to cross promote all amenities at airport, resorts, and hotels.

Design

Design takes advantage of the visual opportunities inherent in downtown by directing attention to all of its physical elements: public and private buildings, storefronts, signs, public spaces, landscaping, merchandising, displays, and promotional materials. The aim 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. At the forefront of the design effort is the restoration of historic buildings, which helps provide the backdrop for downtown's sense of place.

D1 Observation: There is an opportunity to provide connectivity along downtown's Main



Streets.

DR2 Recommendation:

- A. Create interconnected nodes through downtown Buena Vista. There are three key nodal opportunities along downtown’s Main Streets: East Main, South Main and West Main. Creating a broad array of new types of activities and destinations within each node will create a dynamic synergy that draws people through downtown. Carry existing streetscape improvements found on East Main through to West Main and the South Main nodes.
- B. Activate your catalyst sites. The Coggins site is the town’s best opportunity to attract people from Highway 24 into downtown Buena Vista. Consider utilizing an incremental framework for improvements that are lower risk and lower cost, capitalizing on the creative energy of the community to generate new uses and revenue for the site in transition. Consider the opportunities and challenges of the site, potential partners and talent to create a vibrant public space that would make any

passer-by want to stop and ‘check it out.’ The design can take many forms, requiring varying degrees of time, effort, money and can be temporary or permanent. At first, consider flexible amenities like providing comfortable seating with a book or game kiosks or vendor carts, tables with colorful umbrellas as a low-cost temporary means to quickly inject a new layer of activity. Similarly, rotating public art would quickly transform the site and provide a unique means for encouraging return visitors. Don’t be afraid to use lots of color throughout the improvements and work with local landscape companies or nurseries to ‘green’ the site. Not many communities in Colorado can say they have a beach. Utilize the existing freestanding sign to direct people to ‘the Beach’ with text to read “Beach This Way.” Employing flexible amenities allow the site to evolve and draw visitors again and again.

- C. It is important that the town take their time to figure out what will work best before committing to a permanent design solution. Consider creating outdoor rooms or permanent kiosks at the site. Explore public/

private partnership opportunities to develop innovative ways to activate the site. Private investors could construct a permanent kiosk while the town could rent it out to vendors or artists for a nominal fee. Work with the school district to engage youth to run businesses on site.

- D. Consider offering an opportunity to adopt this vacant site or other city owned vacant lots through an Adopt-a-Lot Program. The possibilities are endless; whether you adopt the property to grow a vegetable garden, plant trees, make a pocket park or play area for kids, the whole community will benefit. Eligible adopters include but, are not limited to:
- Resident Groups
 - Churches
 - Block Clubs
 - Schools
 - Businesses
 - Neighborhood Associations
 - Service Organizations
- E. Create an iconic terminus at the end of East Main that will draw people through downtown and entice them to South Main. If you don't know about South Main or know where it is, it's unlikely that you'll find it. Consider constructing an iconic structure that would serve as a community-gathering place at the end of East Main that is visible from the Highway as one turns on East Main Street. Having a 'town center' at the end of



East Main would provide the connectivity needed between the main streets that are serving as the hub of the community. This could be the Main Street Monument designed by Kenny Craft, an outdoor amphitheater/pavilion, a visitor's center or event center that could host hunting expositions, snowmobile conventions, or any other sort of event. Be sure the permanent structure has adequate height to ensure high visibility from the highway. To gauge community interest while keeping costs low, an interim design solution could be install a temporary stage structure and encourage people to bring their lawn chairs to attend a town-wide party, a farmers market, to listen to a band or enjoy a craft show.

Consider engaging the Colorado Brownfields Foundation to do a phase 1 study of the land to see what restrictions former uses might impose and what resources you might tap to alleviate costs of remediation. Don't forget your assets on West Main. Connect your assets on West Main by continuing streetscape improvements (street lighting, signage and street furnishings) found on East Main to the West Main node. Turner Farm provides a unique Agri-Tourism opportunity to attract visitors to Buena Vista. Celebrate your history by supporting the depot and market





the public library as a community resource available to all residents and visitors alike.

D3 Observation: There are vacant spaces that present opportunities between buildings along East Main.

DR3 Recommendation: Leave a trail of breadcrumbs guiding residents and guests throughout downtown. Create active, public spaces in those vacant spaces along East Main. They represent opportunities to create experiences that involve social encounters, immersion in the sights, sounds, sun, wind and atmosphere, and curiosity about the traces of thought, imagination and investment that guide their construction and use over time. Activating these vacant spaces will keep residents interested, and visitors engaged by drawing them downtown, enhancing livability and further strengthening connectivity between each node within the downtown area. The vacant lot to the east of the Pearl Movie Theatre building could be utilized as an outdoor movie night event with a projector. Invite people to bring their lawn chairs while students could sell soft drinks to movie-goers. There are also ample opportunities for pocket parks, reading rooms for kids, art fairs, craft fairs, horseshoes, or bocce ball. The key is to design the vacant spaces to accommodate at least five activities in each outdoor area.

D4 Observation: There is a need to orient visitors to all the unique amenities in town.

DR4 Recommendation:

Create a cohesive, iconic wayfinding system that celebrates the community and directs visitors through Downtown Buena Vista. The town's location north of Highway 285 presents the challenge of getting people to turn right and head north into town. In order to alert visitors and residents into downtown Buena Vista, more significant direction signage is needed from Highway 285. Identifying travel paths and key decision points for the different travel modes of visitors to Buena Vista can help guide decision-making about investments in wayfinding. Consider decision points for pedestrians, vehicles and bicycles.

- A. Notice trends. For example, Buena Vista has more decision points, or places that people must choose their direction (and could miss the action in town) for pedestrians and cyclists than drivers.
- B. Match decision point modes with target sign users to make best use of sign location.
- C. Look for opportunities to use and repeat existing sign types to create continuity for different users throughout the community.
- D. Prioritize major decision points and places where decision points overlap between different users.
- E. Remember that wayfinding to your community can be just as important as wayfinding within.
- F. Eliminate confusing signage. The misplaced four square sign should be relocated immediately to build momentum and community support for improved wayfinding throughout the downtown area.

Historic Preservation

HP1 Observation: Historic Preservation is underutilized as a community builder/financial tool.



HPR1 Recommendations:

- A. The town could hold public meetings about the benefits of historic preservation. Invite History Colorado, Colorado Preservation, Inc. or DOLA to participate in the meeting to address misconceptions the public might have about preservation issues, for example, preservation ordinances, local vs. state/national designation, and the benefits and obligations of preservation for private property owners. If there is public support, the second step is to identify historic resources through a survey of a certain individual historic buildings. Initiate an Architectural and Historic Inventory Survey as first step with History Colorado. Funding is available to cover 75% of the cost, through the State Historical Fund.

HP2 Observation: There are no designated Historic Landmarks or Districts.

HPR2

- A. Based on the survey, identify historic structures to nominate to the State or National Register of Historic Places. Identify buildings appropriate for a Historic Structure Assessment. The Court House might be an ideal first candidate as the most prominent building in town.
- B. If there is community support, in conjunction with History Colorado identify historic district boundaries for a potential Commercial Historic District. Hold meetings with History Colorado and the affected or interested

public.

- C. Consider residential historic district(s) if there is community interest.

HP3 Observation: There is neither a governing body overseeing Historic Preservation issues, nor is there a process to designate local historic landmarks or historic districts. Local designation gives the community control over the designation process, including determining if any building protections should be instituted. A local preservation program can also qualify as a Certified Local Government through History Colorado, bringing resources to the community. Finally, a Certified Local Government can review preservation tax credit applications locally if they elect to do so.

HPR3 Recommendation: Work with the community, property owners and decision makers to determine if a local preservation ordinance is desired. There is much leeway in drafting a preservation ordinance – for example, designation of landmarks and districts may be voluntary, and the town need can choose what review process, if any, to apply to landmark and district buildings. Look to examples from other small communities.

If there is support, draft a preservation ordinance and form a Historic Preservation Board. These board members are appointed by the Town Board for staggered terms. The board members should have an interest in



preservation issues in the community, and the majority should live within Buena Vista. Strive to include specific areas of expertise, including architecture, law, and building, within the commission.

HP4 Observation: Currently, there isn't protection for the existing historic structures.

HPR4 Recommendation: Consider either building protections (i.e. review of exterior/ façade alterations to designated historic buildings) or incentives for historic preservation as part of the Historic Preservation Ordinance. Tailor these requirements or incentives to the desires of the community, property owners and decision-makers.

Funding Mechanisms

F1 Observation: There is a wide spectrum of financing mechanisms to look at when considering the operational and maintenance aspects of downtown revitalization. Public-private partnerships are the most successful when each entity takes the time to determine what they need from the partnership and what they are willing to put in.

FR1 Recommendation: Work with DOLA and DCI to identify the needs of the district and the best tool to achieve the desired outcomes. It would be wise to start with a merchants' association and as businesses develop an understanding of what they want from this support organization, they can choose how best to fund it. Funding may be a challenge, as a merchants' association could support all businesses but doesn't come with its own funding so it would likely require a donation or membership. There are a number of financing options that the town can consider using to revitalize the downtown and commercial core and in addition to a merchants' association, including a downtown development authority or business improvement district. The trick is to understand what the town actually wants

to achieve so you choose the right tool for yourself. For example, a downtown development authority has the potential to generate funds from all business and property but is only used in the traditional downtown area, so it would be necessary to determine if this could also support businesses in South Main. A Business Improvement District could encompass the whole area and allows the businesses to essentially tax themselves and re-direct those funds to invest in supporting the business district but this means businesses would need to vote to tax themselves. Attached to this report is a matrix that identifies the financing mechanisms available, the focus of the tool, how to establish it, where the funding comes from and how it is managed. Because each downtown has different needs and resources already in place, it will be important to take time to think about what is in place already, what the town is willing to contribute (and how), and for what activities funding is needed.

F2 Observation: The town receives funding from a variety of sources, including sales tax, vendor fees and business licenses. These sources bring in dollars that can be used to better the downtown core.

FR2 Recommendation: The use of sales taxes, vendor fees and business licenses should be reviewed for maximum community benefit. Currently, a dedicated percentage of the sales taxes are used to fund non-profit requests throughout the year. During the years when more money is collected, the amount available for these requests increase as well. The town could consider a base percentage that would fund non-profit requests and any amount raised above could be dedicated for downtown revitalization. Improving the commercial core should, in theory, keep the sales tax on the rise, thus bringing in more dollars for more improvements.

A. The Town currently receives a \$20 business license fee annually from each business in

town. Those dollars are deposited in to the general fund and are not necessarily used for business development or downtown revitalization. Again, by reinvesting those dollars back into the business community it is reasonable to think that more businesses will be adding to the pot and increasing the amount of funding available.

- B. Each business that collects sales tax is entitled to retain a 3 1/3 percent “vendor’s fee” to help cover the cost of filing said taxes. Many municipalities have passed an ordinance to repeal this vendor’s fee and the Town retains the 3 1/3 percent fee. If the fee is repealed it is only to be used to market or support the merchant community. These funds could be used to help fund some of the recommendations made in this report.
- C. Additional funding sources include the following:

Booth Fees - These are charges applied to concessionaires at events, parades, community gathering places.

Heritage Tourism Office/Colorado Tourism Office Grants - The umbrella organization could work together with other chambers, the county and regional entities to apply for a Colorado Tourism Office Marketing Matching Grant Program, which provides funding to not-for-profit organizations in the State of Colorado for the purpose of promoting the state or a region as a tourism destination.

Research grant opportunities for personnel – Buena Vista should create a list of stakeholders and potential partners and determine where to look for funding and collaboration. Perhaps other opportunities exist through AmeriCorps, Vista, Universities, or other agencies that provide interns.

Upper Arkansas Area Council of Governments – The UAACOG can assist the business community with low interest loans for new

businesses and business expansion. They can also assist with helping businesses access Enterprise Zone Tax Credits. Talk with Chaffee County EDC to learn more about their work with Enterprise Zone credits.

Energy and Mineral Impact Assistance Funding for public infrastructure - These funds could assist the community with public infrastructure improvements, such as streetscape. These funds are an especially good resource and it would be worthwhile to talk to DOLA to consider if municipal buildings are eligible.

Governor’s Office of Economic Development and International Trade – This agency has several programs from economic development assessments to small business development centers.

Research inclusion in an existing Enterprise Zone. This may provide the community with low interest loans for new businesses and business expansion and Enterprise Zone Tax Credits.

EPA Brownfields Program -This program provides direct funding for brownfields assessment and cleanup. Consider using this support to work with River Park as an opportunity for remediation.

Colorado Energy Office (CEO) and USDA Rural Development (RD) Energy Programs - Both agencies have new funding programs to retro-fit both public and business HVAC and lighting systems. Buena Vista businesses could utilize new technology and renewable energy sources to reduce costs. The Town could convert streetlights to more energy-efficient LED type lights.

Small Business Administration and Economic Development Administration – These are two Federal Programs that can assist local businesses in business startup, expansion and relocation.

Participating Stakeholders

- Airport Advisory Board
- Ark Valley Humane Society
- Bark Valley Dog Club
- Buena Vista business & property owners
- Buena Vista Chamber of Commerce
- Buena Vista Heritage Museum
- Buena Vista High School Students
- Buena Vista Public Library
- Buena Vista residents
- Buena Vista School District
- Central Colorado Performing Arts
- Chaffee County Boys and Girls Club
- Chaffee County Council on the Arts
- Chaffee County Economic Development Corp.
- Chaffee County Times
- Chaffee County Visitors Bureau
- Chaffee People's Clinic
- Colorado Mountain College
- Friends of Pike
- LiveWell Chaffee County
- Recreation Advisory Board
- Town of Buena Vista
- Town of Buena Vista, Trustees
- Trails Advisory Board
- Tree Advisory Board

Team Member Bios

Christy Culp **Regional Manager, Department of Local Affairs**

Christy has worked for the Department of Local Affairs since May 2006. She works as the liaison between the Department and various organizations in the state, including DCI, CRDC, OEDIT, and CRHC. Christy helps facilitate economic development sessions and rural outreach programs and works to

develop collaborative partnerships with elected officials, residents, businesses, institutions, and organizations. Christy works with communities, monitoring conservation trust fund compliance reports, community service block grant applications, and assisting local governments and community members in identifying and accessing technical and financial resources at the local, state, and federal level. Christy received her Master's from the University of Colorado at Denver in Political Science with an Emphasis in Politics and Public Policy. Her final project focused on planning for small communities and was a finalist in the Colorado City and County Manager's Association's Best Master's Project competition. Prior to taking a job at DOLA, Christy was an intern in the Town of Poncha Springs through the University of Colorado at Denver's Best and Brightest Program.

Katherine Correll **Executive Director, Downtown Colorado, Inc.**

Katherine Correll has experience spanning the fields of community outreach to advance downtown and community development, not-for-profit administration, project development and management, local government planning, marketing, financial and economic development services, and education. Katherine joined Downtown Colorado, Inc. as the director of communications and operations in 2006; in 2007 she became the executive director. Born and raised in Denver, Colorado, Katherine has worked with development initiatives in Denver, New York, Chicago, and the former Soviet Union. Her focus on strategic planning and organizational development and management includes building viable and sustainable private, public, and non-for-profit institutions and programs. Prior to her current position, Katherine managed the American Councils' portfolio for the Republic of Moldova, focusing on building civil society initiatives, education, and public administration reforms. She was also responsible for management and growth of

the American Language Center, language and professional training school. Katherine received her master's degree in Public Administration from Rutgers University and her bachelor's degree in Politics with a minor in Urban Studies from New York University.

Bill Gray
Regional Assistant, Department of Local Affairs

Bill Gray is a Regional Assistant with the Department of Local Affairs representing local governments in Southeast and South Central Colorado. He is a new face for DOLA, has been on the job for just over 12-months and is enjoying learning about the communities of Southeast and South Central Colorado. As a regional representative, he helps local governments and community agencies define issues, evaluate options, identify solutions and achieve results. The field offices also offer management, planning, community development and technical assistance. Prior to DOLA, Bill worked in the trenches of local governments as a county and town planner. He was the Town Planner for Eagle, CO for five years and the County Planner for Grand County, CO for nine years and is passionate about the interests, issues, needs and desires of rural communities in Colorado. More importantly, he wants them to succeed, be sustainable and have the capacity to adapt to a changing world. In addition, he is a member of the American Institute of Certified Planners. He has a Master of Urban Planning Degree from University at Buffalo and Bachelor degree from Slippery Rock University. Yes, he really attended Slippery Rock University in Western Pennsylvania. His attendance was partly a result of family kidding while growing up, but he really attended to run cross-country for the university. Bill is a native of Colorado. He was born and raised in Walden. For many years he thought Colorado ended on the east at I-25 and on the south at I-70. He is an avid runner, cyclist and telemark skier.

Michael Hussey
Planning Manager, Nolte Vertical Five

Michael Hussey is the manager of planning and landscape architecture for the Colorado Springs office of Nolte Associates, Inc. Michael has over 30 years of experience in a wide variety of urban design, landscape, planning, environmental engineering, and architectural projects. He has worked on urban development and renewal, and downtown streetscape improvement projects including Billings, Montana (downtown), Raton, New Mexico (downtown Master Plan), Colorado Springs (Downtown BID), Avon (Town Center), Manitou Avenue (Manitou Springs downtown), Monte Vista (downtown), Broomfield (US 287), and Fountain (US 85). Project responsibilities have included grant opportunity identification and application, master planning, urban and site design, and construction observation and management. Michael has participated in numerous DCI/CCRA workshops and conference programs, and has served as a team member on several Community Revitalization Program (CRP) visits. Michael is also the co-author of "Grow Native," one of the earliest Colorado 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.

Carrie McCool
Principal and Owner, McCool Development Solutions

Carrie McCool is the founder and principal of McCool Development Solutions, LLC, a land use consulting firm specializing in providing municipal planning services to Colorado's small- to mid-size communities. Carrie has more than sixteen years of national and international experience in all aspects of planning. Much of her work focuses on developing comprehensive land use plans, development code revisions, downtown revitalization, diagnosis and drafting of land use policies, design standards and guidelines; preparing implementation strategies

and action plans, as well as community engagement strategies and consensus building. Prior to forming McCool Development Solutions, LLC, in 2001, Carrie held staff planner positions for high-growth communities including Arapahoe County, Douglas County, and the City of Greeley. Her focus in all three jurisdictions was current and long-range planning, streamlining the development review process, and development code revisions. Carrie received her master's degree in Urban and Regional Planning from the University of Colorado at Denver and her bachelor's degree in International Affairs with a minor in Environmental Issues from the University of Hawaii.

Stephanie Troller
Main Street Coordinator, Department of Local Affairs

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

Emerging Leader Team Support

Zach Tyler
Independent Consultant

Zach Tyler is a recent graduate of The University of Alabama, where he received a MS in Geography with a focus in Urban, Environmental, and Regional Planning. Moreover, he also possesses a BA in GIS. With his degrees, he aspires to strengthen communities through initiating and identifying sustainable practices that help improve the

quality of life for their citizens.

Isabel Waldman
OSM/VISTA, Downtown Colorado, Inc.

Isabel Waldman is a graduate of the University of Oregon where she received a bachelor's degree in International Studies with a concentration in Environmental Studies and Latin America and a minor in Planning, Public Policy, and Management. Her field of study gave her the opportunity to study community development and resource planning in Chile and Bolivia. Isabel grew up in Southwest Colorado and is currently serving as the Technical Assistance and Community Report Coordinator for Downtown Colorado, Inc. in partnership with the AmeriCorps VISTA program, Office of Surface Mining and the Western Hardrock Watershed Team.



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Dear Community Leader:

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

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

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

Thanks,
Katherine Correll

Observation	Recommendation	Objective	Tasks to Reach Objectives	Deliverables	Initiators/Partners/Stakeholders/Expertise Needed
Consider option of forming a Downtown Development Authority versus a Business Improvement District. IF DDA is CHOICE, proceed with below steps. IF yes to DDA	Utilize community stakeholder group/merchant's association. Public understands and provides input into issues and proposed solution. Town council approves committee recommendation.	Presentation of concepts (problem and potential solution). Community Presentation and final commercial district recommendation	Identify potential grant programs including each application deadline, required match, etc. Communicate with funders regarding proposed projects and applications requirements and apply for funding as appropriate Revisit the problems/needs from the stakeholder groups for issues that can't be addressed without significant and sustainable new revenue stream and develops presentation for community input.	Post smaller targeted list of grants from state/federal, as well as foundation and corporate sponsors with a community call to action online. List of communications and results is shared with stakeholder group.	Town, other community partners as needed Town, other community partners as needed
IF yes to DDA	Once type of district is determined, form community group that will build community support & begin district formation procedure.	Road show presentation familiarizing public with final recommendation and next steps. Ordinance to create DDA, initiating TABOR election. TABOR ballot language.	Engage DCI or DOLA to develop presentation, communication tools (e.g. public meetings, written or electronic correspondence). Conduct meetings and consider public input to final recommendation to Town Council. Develop road show presentation. Engage legal counsel to draft DDA creation ordinance. Establish coalition of supporters. Town reviews and adopts ballot language creating DDA/BID [and establishing funding mechanism - mill levy or tax increment.]		Downtown Committee/steering committee, Town Council.
IF yes to DDA	Campaign to promote passage of ballot question(s).	Success at November election	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.		Downtown Committee/steering committee, Town Council. 'Support coalition (influential residents and business owners). Legal counsel may be a special district attorney
IF yes to DDA	Town council appoints DDA board (5-11 members).	DDA Board of Directors.	Town council conducts search/invites Board candidates including at least one Town Councilor, a met district representative, school district representative, member of the Chamber, an east and central commercial district business owners.		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).
IF yes to DDA	Establish funding mechanism	Funds for annual/ongoing capital improvements and/or repayment of potential bond issue.	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.		Town Council. 'Legal/bond counsel and volunteer community members. DDA Board. 'Legal/bond counsel.

September-13					
December-13					
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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 that 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



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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.



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



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: _____



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



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



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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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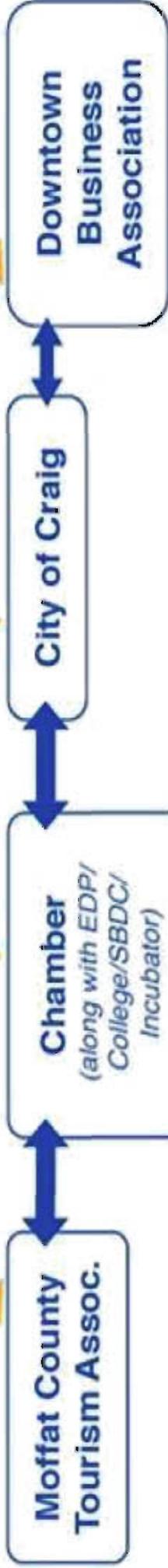
ORGANIZATIONS TO REVIEW (Information, Technical assistance, Funding)

- 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 BUSINESS & PROPERTY OWNERS



ROLES

Market Moffat County & bring in visitors.

Provide downtown event support, networking, community-wide marketing & business development services.

Improve & maintain the physical environment. Provide financial support where appropriate.

Coordination among downtown business owners, downtown specific marketing & event management.

Buena Vista

Sign in sheet - Downtown Revitalization Focus Group Session:

Orientation

Date: May 6, 2013

9:30-10:30 am

Name	Affiliation	email
Stammers	BV Trustee	
Kathy Lentz	BOOK NOOK	
Mara Larimer	Rock Run Gallery	
Launa Benson	BV Roastery	lauree.holistic.effect.com
Jesse Kuo	LLS	
Brian Wares	Buena Vista School Dist	briany@bvschools.org
Gillian Franklin	Buena Vista High School	redheadedfrank@hotmail.com
Brooke Darstyne	Buena Vista High School	sun.brooke@yahoo.com
Helbi Holtz	Buena Vista High School	jessegirl189@gmail.com

✓

1:30 PM

Date: May 6

Sign in sheet - Downtown Revitalization Focus Group Session:

Name	Affiliation	email
Zach Tyler	DCI	zach.tyler@outlook.com
David Wise	DOLA	David.wise35@yahoo.com
Suz Boyd	Town of Buena Vista	bradmin@buenvista.co.gov
Mic Heywekano	Buena Vista Airport Advisory Board	mic@eddylinepub.com
Jed Selby	Tree Board	jedwselby@gmail.com
Dan Hamme	Rec. Board	grandsailsdan@gmail.com
Joel Swanson	Town	joel@holisticeffect.com
Keith Baker	Local merchant TOBV trustee	trusteebaker@buenvistaco.gov
Kelbi Holz	Buena Vista High School	jessegirl189@yahoo.com
CHARLIE ABEL	CCEDC / CCRA (AIRPORT BOARD)	ca@caabel.com

Flip →

Sign in sheet - Downtown Revitalization Focus Group Session: 1:30 pm

Date: May 6

Name	Affiliation	email
Stephane Toller	POLA	-
Phillip Puckett	Trustee / Tree Board	ppuckett@yahoo.com
RICH LANDRETH	TOWN PUBLIC WORKS DIRECTOR	BYPWDIR@BUENAVISTAS.CO.GOV
Mike Hickman	Town Treasurer	BvFinance@buenavistas.co.gov
Duff Kacy	Trustee	
Ed Ebecke	Trail's Advisory Board	edebekle01@ysher.com
Dick Scar	TRAILS ADV. BRD.	SCARS@ROCKY MOUNTAINS.NET
Lisa Malde	Livedell Chaffee County	lmalde@chaffee-county.org
Trey Shelton	PSZ	treydshelton@gmail.com
Nancy Taylor	BV Beautification Board Back Valley Dog Club	nt@realwest.com

Jan Lewis BV Beautification Bd. janthoreenlewis@hotmail.com

Sign in sheet - Downtown Revitalization Focus Group Session: 1:30 pm

Date: May 16

Name	Affiliation	email
Joy Duprey	Beautification Board	joyd@chaffeeconomytimes.com
MICHAEL HUSSEY	NV5	michael.hussey@ nv5 nv5.com
KATHRYN WADSWORTH	BV REC!	recdirector@buenvistaco.gov
Earl Richmond	BV Rec	earl@coloradokayak.com
Steve Jacobson	BV Rec	jjluko@yahoo.com
TIM E. STATER		
Mary Jo Bennetts	Town clerk	bvclerk@buenavistaco.gov
Wendell Pryor	cc EDC	wendell@chaffeeconomytimes.com
DAN MURRAY	Tree board	danmurray@hotmail.com
Tom Liardon	Planning & Zoning	Liardon brothers@yahoo.com

Sign in sheet – Downtown Revitalization Focus Group Session: 1:30 PM Date: May 6th

Name	Affiliation	email
Tom Liverman	Business Owner	THOMAS.LIVERMAN@YAHOO.COM

Sign in sheet - Downtown Revitalization Focus Group Session:

2:15 PM

Date: May 6

Name	Affiliation	email
Zach Tyler	DCI	zach.tyler@outlook.com
Laurie Benson	CCVB	laurieholistic@effect.com
TIM E. JASTER	CHAFFEE ARTS	artinfo@avacgallery.com
TOM LIVERMAN	Business Owner	THOMAS_LIVERMAN@YAHOO.COM
Kelbi Holz	Buena Vista High School	jessiegirl189@yahoo.com
BRIAN VATES	BUENA VISTA SCHOOL DISTRICT	briany@bvschools.org
Nicole Dufourd/ Ladora Carter	Ark-Valley Humane Society	info@ark-valley.org
Jan Lewis	Chaffee Arts (Chaffee County Council on the Arts)	JanThreenLewis@hotmail.com
Kathi Perry	BV Heritage Central CO Performing Arts Pick + Shovel Players	Kathip99@gmail.com
Judy Hassell	BV Chamber BV Heritage CC Visitor	director@buenvistacolrado.org

SUE BOYD

Kathryn Woodcock

Sim "Volunteer"

Wendell Pirox

Barbara

STEFANI M. "JAZZIE"

Sign in sheet - Downtown Revitalization Focus Group Session:

2:45

P.M.

Date:

May 6

Name	Affiliation	email
Gail Nottingham	Buena Vista Public Library	gnottingham@buenvistapubliclibrary.org
Cara Russell	Chaffee People's Clinic BV Heritage	edcpc1@gmail.com
Lisa Malde	Livewell Chaffee County	lmalde@chaffecounty.org
Danielle del Castillo Shelton	Colorado Mtn. College	danielle@bgcchaffee.org
Ashley Biesboer	BV Boys & Girls Club	
	Buena Vista Parks + Recreation	bvrec@buenvistaco.gov
Vicki Kuklin	BV HERITAGE	svkuklin@hotmail.com
Duane Connors	Buena Vista Correctional Facility	duane.connors@state.co.us
Jim Jimerson	BVCF	james.jimerson@state.co.us
Bill Brunzell	BVCC	william.Brunzell@STATE.CO.US
Bryan Colman	BVCC	bryan.colman@State.co.us

Sign in sheet - Downtown Revitalization Focus Group Session: 6pm

Date: May 6th

Name	Affiliation	email
Zach Tyler	PCI	Zach.Tyler@outlook.com
Kelbi Holz	BV Students Council	jessegirl189@yahoo.com
Tom Liverman	Business Owner	THOMAS_LIVERMAN@YAHOO.COM
Laurie Benson	BV Roastery owner	Laurie@holisticeffect.com
Bowl Higgins	Real Estate	_____
David Kelly	H. Rocky Store	hi.rocky@cheffeeco.net
Evelyn Baker	The Trailhead Mountain Bohemian	ebaker@the-trailhead-co.com evelyn@mountainbohemian.com
Keith Baker	The Trailhead, Mtn. Bohemian Town Trustee	trusteebaker@buena-vista-co.gov
Dick Scan	TRAILS ADVISORY BOARD PILON PLAZA OWNER	_____
Judy Hassell	Chamber of Commerce	judyd@buena-vista-co-borad.org

Sign in sheet - Downtown Revitalization Focus Group Session: GP

Date: May 4

Name	Affiliation	email
Kathi Perry	BU Heritage Chamber	chamber@buencristacolrado.org
Lois Walton	Trails advisory Board	Lwalton4ell@hotmail.com
Preston Larimer	Steering Committee Rock Run Gallery	Preston.larimer@gmail.com
Nora Larimer	owner Rock Run Gallery president of Chaffee Arts Council	noralarimer@gmail.com
Stephan Dray	owner/operator Aspen Leaf Print & Copy	AspenLeaf@BuencristaCO.com
DON TADLOCK	TRADER TADS	
Randy Storch	Storcha Bakery	17111erCAMIGO.NET
JOHN GROSZ	STATE HIGHWAY THEATER	JOHN@STATEHIGHWAYTHEATER.COM
JOE SYSEL	State Highway	jredsyse@gmail
Lenny Eckstein	Deesthammer	len@deesthammer.com

Sign in sheet - Downtown Revitalization Focus Group Session: 6P

Date: May 6

Name	Affiliation	email
Amy Furstein	Deerhammer	amy@deerhammer.com
Joel Benson	BV Roastery	joc@holisticcoffee.com
Dennis Giese	CHAFFEE COUNTY COM.	dgie@CHAFFEECOUNTY.ORG
Sheryl Campbell	Serendipity Gun & Gifts	sheryl@serendipitygun.com
Dan Hamme	Clarice Hamme Natural Mystic Wellness Center	grandsailsdan@gmail.com
Luke URBINE	ARK Valley Digital Imaging	Luke@whikewaterphotography.com
Mike Carr	Punkys/Farmers Ins	punkysinc@msm.com
STEVE LITUE	LAKESIDE MORAEL	LAKESIDE@YAHOO.COM
Molley HeyneKamp	Eddyline Restaurant & Eddyline Brewing	molley@eddylinepub.com
Mic HeyneKamp	Eddyline Restaurant - S. Main Eddyline Brewing - 102 Linderman	mic@eddylinepub.com

Sign in sheet - Downtown Revitalization Focus Group Session:

6 pm

Date: May 6

Name	Affiliation	email
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Lindsey Tanner	Corexpand	Ltanner@Corexpand.com
Maisie Ramsay	Chaffee County Times	reporter@chaffee-county-times.com
TIM E. JASTER		
WILLIAM A'PUJEN	LAS MANOS THERAPEUTIC MASSAGE	william@lasmanosandb.com
Tom Robitaille	306 E. MAINS	
Stefan Molinaro	Planning Intern, BV	molinaro.stefan@gmail.com
Kent Darleen Dennis	Green Parrot Bar	greenparrot304@msn.com
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DAVE VOLPE	BONESHAKO CYCLES	BV/KayAK@msu.com

Sign in sheet - Downtown Revitalization Focus Group Session:

6 p

Date: May 6

Name	Affiliation	email
DEVIN DAHL	BONESHAKER CYCLES	JONESHAKERDV@GMAIL.COM
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Eddie Sandoval	The Asian Palate	theasianpalate@gmail.com
Earl Richmond	CLS	earl@coloradokayak.com

Sign in sheet - Downtown Revitalization Focus Group Session: 7 pm

Date: May 6

Name	Affiliation	email
Zach Tyler	DCI	zach.tyler@outlook.com
Tom Liverman	Resident/Bus. Owner	Thomas.Liverman@yahoo.com
Kathy Hoerlein	Resident / Trails Advisory Board	Kahoerlein@aol.com
Scott CRAGLE	—	—
Sig & Sandee Saastad	county planning commission member - Resident	sjaastad@wildblue.com
Jed Selby	South Main President	jed.selby@gmail.com
Bryce Kelly	former business developer Real estate	bkellyranch@gmail.com
Suzy Kelly	Sangre de Cristo Electric Director B.V. Heritage Museum	skellyranch@gmail.com
Judy Hassell	Chamber Director	director@buena vista colorado.org
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Sign in sheet - Downtown Revitalization Focus Group Session:

7 PM

Date:

Name	Affiliation	email
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Marnie Ramsey	reporter, works in BV	reporter@chaffecountytimes.com
Lindsey Tanner	Correspondent	Ltanner@CoreXPand.Com
JOHN GEORGE	RESIDENT 116 N. COURT	WITZASDS@CHAFFECO.NET
Ken & Darleen Dennis	Green Parrot Bar	GreenParrot304@msn.com
Lenny & Amy Eckstein	Resident/Deerhammer	len@deerhammer.com
Tom Rollings	FRIENDS OF PIKE	trollings@gmail.com
TIM E. JASTOR		

Sign in sheet - Downtown Revitalization Focus Group Session:

Final Presentation

Date:

May 7

Name	Affiliation	email
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Joel Benson	Mayor, Town / BV Roastery	Joel@historicEffect.com
Toby & Susan Dunn	residents / SBDC counselor	stdun2011@gmail.com
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Joan Greve	STATE HIGHWAY THEATER	JOAN@STATEHIGHWAYTHEATER.COM

Sign in sheet - Downtown Revitalization Focus Group Session: Final Presentation Date: May 7, 2013

Name	Affiliation	email
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Emilie Cathy Harbick	Campyrd	jcharbick@aol.com
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Sign in sheet - Downtown Revitalization Focus Group Session:

Final Presentation

Date:

May 7

Name	Affiliation	email
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Norma Cady		bluesky_cady@yahoo.com
Jim Simerson	Dept. of Corrections	james.simerson@state.co.us
Siobhan Burflow	Dept of Corrections BVCC	siobhan.burflow@state.co.us
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Sign in sheet - Downtown Revitalization Focus Group Session:

Final Presentation

Date:

May 7

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DAVIS WURPE	BONESHAKER CYCLES	BONESHAKERDAVIS@GMAIL.COM
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A Steiner	BV Trustee	
Mary Jo Bennetts	Town Clerk	bvelerke@buenavistaco.gov
TOM LIVERMAN	Business Owner	THOMAS.LIVERMAN@VH100.COM
Evelyn Baker	Business Owner	evelyn@mountainbohemians.com
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Sign in sheet - Downtown Revitalization Focus Group Session:

Final Presentation

May 7

Date:

Name	Affiliation	email
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Bonnie Merrifield	Merrifields Garden Hut & Greenhouse	
Tom Rollings	Friends of Pike	trrollings@gmail.com
Colleen Rollings	Habitat for Humanity	mrollings@hotmail.com
DENNIS GIBSE	County Commissioner	dgyESECHAFFEE@COUNTY.ORG
Stephan Dra	Appin Leaf Print & Copy	AppinLeaf@Buenavista.co.com
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Sign in sheet - Downtown Revitalization Focus Group Session:

Final Presentation

May 7

Date:

Name	Affiliation	email
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Tim E. STARK		
Tim Buss	RESIDENT	Tim.Buss@LIVE.COM
Lenny Eckstein	Deerhammer	len@deerhammer.com
Tom Liardon	Planning & Zoning	Liardon Brothers@yahoo.com
Phillip Puckett	Town Trustee	ppuckett@yahoo.com
Seldon Turnbull Christine	Little Daisy Liqueur	LittleDaisyLiqueur@yahoo.com



Downtown Colorado, Inc.



Buena Vista Downtown Assessment May 6-7, 2013

Downtown Colorado, Inc.

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

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

Buena Vista



Why Downtown?



Buena Vista



Team Members

Christy Culp, Department of Local Affairs
 Katherine Correll, Downtown Colorado, Inc.
 Bill Gray, Department of Local Affairs
 Michael Hussey, Nolte Vertical Five
 Carrie McCool, McCool Development Solutions
 Stephanie Troller, Department of Local Affairs
 Zach Tyler, Downtown Colorado, Inc.
 Isabel Waldman, Downtown Colorado, Inc.
 David Wise, Department of Local Affairs

Buena Vista



Thank you participants!

- Airport Advisory Board
- Ark Valley Humane Society
- Bark Valley Dog Club
- Beautification Advisory Board
- Buena Vista Business & Property Owners
- Buena Vista Chamber of Commerce
- Buena Vista Correctional Facility
- Buena Vista Heritage Museum
- Buena Vista High School Students
- Buena Vista Public Library
- Buena Vista Residents
- Buena Vista School District
- Central Colorado Performing Arts
- Chaffee County Boys and Girls Club
- Chaffee County Council on the Arts
- Chaffee County Economic Development Corp.
- Chaffee County Times
- Chaffee County Visitors Bureau

Buena Vista



Thank you participants!

- Chaffee People's Clinic
- Colorado Mountain College
- Friends of Pike
- LiveWell Chaffee County
- Recreation Advisory Board
- Town of Buena Vista
- Town of Buena Vista, Trustees
- Trails Advisory Board
- Tree Advisory Board

Buena Vista



..and thank you to our hosts and sponsors!

- Buena Vista Heritage
- Buena Vista Roastery
- City Market
- Mt Princeton Hot Springs Resort
- South Main Properties
- State Highway Theater
- The Asian Palette
- The Eddyline Brewery

Buena Vista



Focus Group Observations

- There is an abundance of community pride and spirit.
- Buena Vista is beautiful and has great natural assets.
- Buena Vista's great location for outdoor activities, open space, and accessibility to the Front Range is a main draw.
- The Arkansas River is a key asset.
- Social media is not utilized to its full potential for local and visitors.
- Buena Vista is a town where you can still control how your community grows.
- There is a disconnect between the sides of main. West Main, East Main, and South Main all have their own identities to be celebrated but also need to be connected.
- There is a large population of non profits, charities, and people who give back to the community.
- There is a need for more youth activities and engagement.
- During the shoulder season in downtown there is a feeling of vacancy and emptiness.

Buena Vista



Focus Group Observations cont..

- Everyone would like to see a stronger year round economy and a full vibrant downtown.
- There is an abundance of boards, community groups, and many meetings.
- Town council and staff have taken great strides to change information flow and prioritization of projects.
- Buena Vista should be a destination for heritage tourism and the arts-organizations need to work together to create a brand.
- There are great trails, but connectivity could be improved throughout town.
- Creating more events and festivals in the shoulder season are a priority.
- Many want Buena Vista to be destination.
- There is a need for more winter recreation opportunities and marketing to attract visitors.
- There is a desire for a central gathering space or town square.

Buena Vista



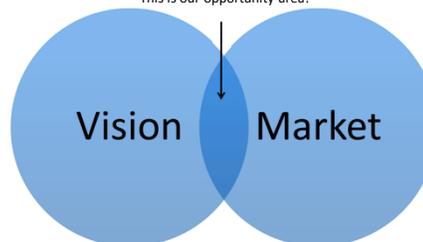
Let your intentions inform your actions and not the reverse.

Buena Vista



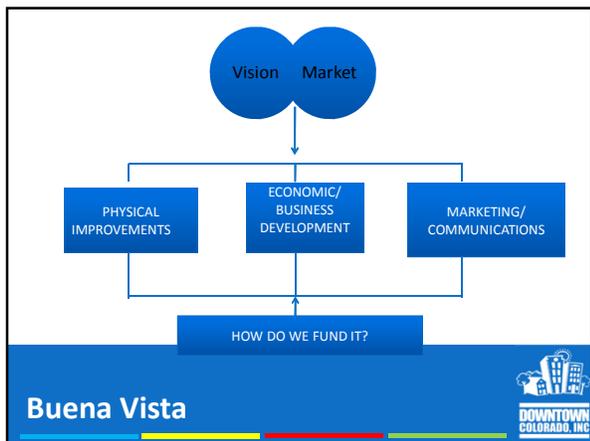
Getting Direction

This is our opportunity area!



Buena Vista





Observation: The community feels divided.

Recommendation: Consider the activities in the various areas of town.

Buena Vista

DOWNTOWN COLORADO, INC.

Resource Management
Collaboration
Volunteer Recruiting & Management
Fundraising

Organization

DOWNTOWN COLORADO, INC.

Observation: The community has done numerous high quality planning activities, reports, and identified great projects.

Recommendations:

- Identify and declare community priorities.
- Consider criteria for engagement.
- Evaluate and re-assess priorities annually.
- Update comprehensive plan.

Buena Vista

DOWNTOWN COLORADO, INC.

Observation: The community responds well to institutionalized processes.

Recommendations:

- Include list of priorities from community wide comprehensive plan to create criteria checklist to identify how to spend additional funds.
- Consider short and long term options for financing and coordination.

Buena Vista

DOWNTOWN COLORADO, INC.

Observation: There are many dedicated groups working to make the community a great place.

Recommendations:

- Consider greater partnerships with high school, Department of Corrections, Rotary, Optimists, etc.

Buena Vista

DOWNTOWN COLORADO, INC.

**Public Private Partnering for Redevelopment:
The Public Role**

- What Role Does the City 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)

Buena Vista



Observation: There are great processes in place to shape input, planning and development in Buena Vista.

Recommendations:

- Continue to involve staff in project development process and liaising between the Advisory Boards and the elected officials. Include the elected officials in the process.
- Consider a standardized planning and budget document for each committee.

Buena Vista



Observation: The community really wants to participate but become disengaged with too many meetings and then react rather than participate.

Recommendations:

- Consider a plan to create a coordinator or an Advisory Board to link the pieces of your puzzle all together and synchronize the work each organization is doing.
- Identify key meeting processes and short-term outcomes to implement to maintain engagement.

Buena Vista



Observation: The community really wants to participate but become disengaged with too many meetings and then react rather than participate.

Recommendations:

- Continue six month budget review. Consider pots of money for advisory boards based on an annual work plan to stated priorities of the Town Board.
- Create short list of topics being discussed in advisory committees or for consideration by the town on web site, chamber site, around town, water bill, newspaper, social media, etc.

Buena Vista



Marketing & Promotions

Observation: The town is doing a lot to ease the burden for groups wanting to plan things in town.

Recommendations: Toot your own horn!

- Track fees that are waived and tell people about it!
- Thank all the folks who made success happen with a Town Party!
- Newspaper is a great resource to celebrate success, consider how to link to other outlets to announce successful initiatives. Strengthen social media and website communication.
- Use students to follow and report on activities of each advisory board to educate students and create an online presence.

Buena Vista



Observation: There are many assets and destinations in the region that are a great draw!

Recommendations:

- Work with regional entities to establish a regional marketing group that meets annually or more often to identify ways to collaborate and most efficiently use individual marketing funds.
- Create one brochure that indicates the assets in the county on a map with community close ups.

Buena Vista



Increase access to assets through communication - kiosks, Internet links, and transportation.



Observation: There is a lot going on from May to October in the day time!

Recommendations:

- Consider quality over quantity.
- Strategically plan to activate space over year and hours in the day.
- Focus on locals, night time, winter, and young people.
- Consider retail, image building, and special events.

Buena Vista



Strategic Events Objectives

Event	Kid	Young Families	Partners	Retail Support	Teen	Downtown	Fundraise	Music	Food
Community Dance	x	x							x
AADA Chocolate Lover's Fantasy				x		x			x
Paddle Fest		x	x	x		x	x	x	x
4th of July Celebration	x	x				x			x
Collegiate Peaks Rodeo									
Gold Rush Days									
Fiber Arts Annual Fashion Show and Luncheon				x		x			
Holiday Art Walk				x		x			

Buena Vista



Strategic Events Calendar

	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec
Community Dance		x										
AADA Chocolate Lover's Fantasy		x										
Paddle Fest					x							
4th of July Celebration							x					
Collegiate Peaks Rodeo							x					
Gold Rush Days								x				
Fiber Arts Annual Fashion Show and Luncheon										x		
Holiday Art Walk												x

Buena Vista



Observation: Consider how to communicate and reach diverse audiences.

Recommendation:

- Create job description, decision-making, online access, to communicate needs to support community objectives and engage potential groups in implementation.
- Regular meeting, evaluation, appreciation annually to identify community wide events and a role/activity for each group.
- Create a campaign of local store owners.
- Create a habit of being open; they'll create a habit of going downtown.

Buena Vista



Observation: Your image on the Internet is important and worth spending resources to enhance.

Recommendations:

- Create a one stop shop for tourists looking for great trips, businesses or residents looking to relocate, locals looking to volunteer, etc.
- Streamline communications by using the county wide Chamber and Arts Community calendars.
- Self audit on Google and Internet to see what you look like to people searching on the Internet.
- Work with all county lodging establishments and campgrounds to promote BV businesses

Buena Vista



Observation: There are a lot of materials but no really conclusive comprehensive source of information for the community.

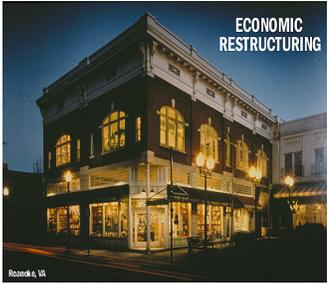
Recommendations:

- Chamber should consider moving to an inclusive model with investor options. The Chamber can negotiate group advertising rates for all members.
- Create formalized cross marketing in addition to a referral program; using the business initiative to do promotions on receipts.
- Create one list of all businesses and products available in town with a map.

Buena Vista



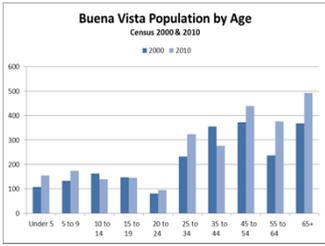
Recruit, retain and expand opportunities for investment.



Economic Restructuring

Quick demographic facts about Buena Vista

- The population in Chaffee County is projected to almost double by 2040 from **17,797 to 30,282**
- Aging population and migration
- Median Household Income = **\$39,891**.
- In 2010 87% occupied housing, 13% vacant



Buena Vista



Observation: There are several empty storefronts but Buena Vista would like a vibrant downtown.



Buena Vista



Recommendations: Create a business attraction plan(s).

- Short term attraction plan- Explore what could work for little or no investment.
 - Food trucks at Coggins, add tables
 - Pop-ups along the Mains- use the Creatives?
 - Demo tents at River Park
 - Decorate storefronts



Buena Vista



Recommendation: Create a business attraction plan(s).

- Longer term:
 - Create a strategic business attraction plan
 - Collect data: demographics, buildings
 - Zoning and codes
 - Target the types of businesses you want
 - Create relocation package with info
 - Explore possible incentives

COMMUNICATE CONSISTENTLY!!



Buena Vista



Observation: Your business and economy is seasonal and there is a desire to expand the shoulder season.



Buena Vista



Recommendations:

- Short term:
 - ✓ Hold business trainings in the slower months
 - Mentor new businesses
 - Familiarity tours
 - Business to Business networking and support
 - Use existing resources: SBDC, CCEDC, Chamber
- Longer term:
 - ✓ Cater to new clusters to extend your season
 - Winter sports
 - Mt. Princeton
 - Connect to the Airport
 - Colorado Mountain College



Buena Vista



Observation: There isn't enough workforce or affordable housing options.



Buena Vista



Recommendations:

- Gather providers to share data to demonstrate the need.
- Markets change - Conduct a housing needs assessment
- Look for developers - Private and public
- Having more housing options can help attract more families.

Buena Vista



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



Design

Observation: There is an opportunity to provide connectivity along downtown's Main Streets.

Recommendation: Create interconnected nodes through Downtown BV.



Buena Vista



Recommendation: Activate your catalyst sites. Use the Coggins Site to pull people off of Highway 24.

Use Color



Buena Vista



Recommendation: Take your time to figure out what will work best.



Buena Vista



Recommendation: Activate Your Catalyst Sites – Potential Permanent Solutions.



Buena Vista

Recommendation: Create an iconic terminus that will draw people through downtown.



Buena Vista



Recommendation: Create an iconic terminus that will draw people through downtown.



Buena Vista



Recommendation: Don't forget your assets on the West Side.



Celebrate your history



Turner Farm –
Agri-Tourism Opportunity

Buena Vista



- Amazing Public Library
- Churches too

Observation: There are vacant spaces that present opportunities between buildings along East Main.



Buena Vista



Recommendation: Drop some breadcrumbs....Create active public spaces in those vacant spaces.



Buena Vista



Pocket Park Potential



Buena Vista



Recommendation: Drop some breadcrumbs....Create active public spaces in those vacant spaces.

Reading Room for Kids



Ping Pong

Buena Vista



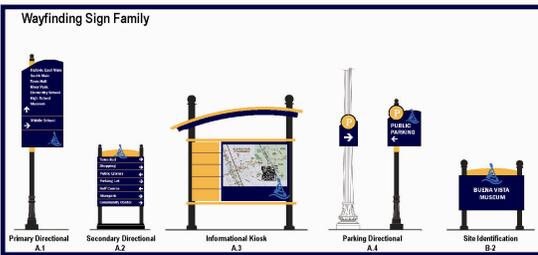
Observation: There is a need to orient visitors to all the unique amenities in town.



Buena Vista



Recommendation: Create a coordinated wayfinding system.



Buena Vista



- Look for opportunities to use and repeat existing sign types to create continuity for different users throughout the community.
- Prioritize major decision points and places where decision points overlap between different users.
- Remember that wayfinding to your community can be just as important as wayfinding within.

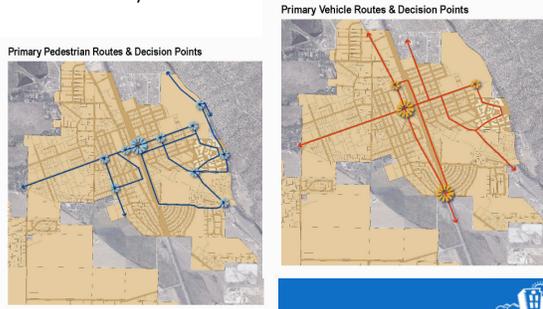


- Relocate mis-placed four square sign!

Buena Vista



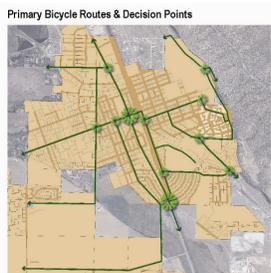
Recommendation: Consider decision points for pedestrians, vehicles and bicycles.



Buena Vista



Recommendation: Match decision point modes with target sign users to make best use of sign location.



Buena Vista



Observation: Walkability needs to be improved between W. Main, E. Main and S. Main.

Recommendations:

- Fill in missing sections of sidewalk between E. Main and S. Main.
- Provide benches/pedestrian rest areas along new sidewalk between E. Main and S. Main.
- Enhance the Highway 24 pedestrian crossing between W. Main and E. Main.
- Create a coordinated wayfinding signage and information kiosk program for pedestrians.



Buena Vista



Observation: Highway 24 and the UP Railroad create a significant pedestrian/bike barrier between the east and west sides of town.

Recommendations:

- Meet with representatives from UP Railroad to get approval for the construction of a pedestrian/bike at-grade crossing from the end of Marquette.
- Meet with representatives of CDOT to get approval for a pedestrian crossing at Oak Street.




Buena Vista

Observation: Visual connectivity needs to be improved between W. Main, E. Main and S. Main.

Recommendation:

Expand and develop a coordinated streetscape palate for all the “Mains.” This palate should include common paving materials, streetlights, trash receptacles, bike racks, benches, planters, street tree plantings, and ash urns, etc.




Buena Vista

Observation: Some of the existing streetscape furniture is aging poorly, or inconsistent with the standard furniture creating a jumbled appearance for the Main Streets.

Recommendations:

- Replace wooden planters and benches with more substantial iron equipment.
- Replace non-matching furniture with standard equipment.





Buena Vista

Observation: The southern corners of the of West Main/East Main and Highway 24 should be redeveloped to enhance the attraction of this entry point.

Recommendations:

- Continue with the plans to redevelop the old gas station and remove the building between it and Hi-Rocky.
- Each corner of this intersection should be considered for the “highest and best use” for these properties.





Buena Vista

Observation: The two two-way streets, Cottonwood and Cedar, create a traffic hazard as they meet at Highway 24.

Recommendations:

- Create a short, one-way couplet.
- Coordinate study with CDOT



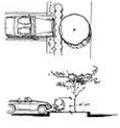

Buena Vista

Observation: The off-street parking lots in the downtown are unattractive.

Recommendations:

- Repave or pave the lots as needed. Add some landscape planting and low, rod iron decorative fencing to help screen or soften them.
- Maintain landscaping.






Buena Vista



Funding Mechanisms

Observation: There is a wide spectrum of financing mechanisms to look at when considering the operational and maintenance aspects of downtown revitalization.

Recommendation: Work with DOLA and DCI to identify the needs of the district and the best tool to achieve the results.

Buena Vista
DOWNTOWN COLORADO, INC.

	District (BD)	Authority (DDA)	Authority (URA)	District (GD)	District (SD)
Background/ Summary	Quasi-municipal corporation is a subdivision of the state. All property assessed in a BD 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.	Quasi-municipal corporation which is a subdivision of the state. Can provide a wide range of services.	An assessment district is not a subdivision of the state, nor is it separate from the municipality.
Focus	Management, Marketing, Advocacy, Economic Development. (Can issue bonds for capital improvements.)	Real Estate Development, Infrastructure, Operations. Can issue bonds.	Real Estate Development, Public Financing, Infrastructure. Can issue bonds.	Capital Improvements, Public Facilities. Can issue bonds.	Capital Improvements, Infrastructure. Can issue bonds.
Formation Steps	Approval by petition of property owners representing 50% of acreage and 50% of value of proposed district. Council ordinance, TABOR election.	City ordinance subject to vote by affected property owners. TABOR election.	Finding of blight. Petition by 25 electors. Council resolution.	At least 200 or 30 per cent whichever is less, of electors of the proposed district must sign petitions. If all taxable property owners in the district sign a petition, public hearing can be waived. Tabor.	Need petitions from property owners who will bear at least 50% of the cost of the improvement. Ordinance forms district. Tabor.
Assessment Method	Assessment or mill levy on commercial property.	TIF on property and/or sales and 5 mil property tax for operators.	TIF on property and/or sales tax.	Property tax and fees from improvements.	Assessments on Property.
Pro/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 from sales and property tax. Needs approval from other county entities to collect increment.	Can generate sales and/or tax increment to finance future development. Increment may need approval from county entities; can be controversial.	Only those in the district can authorize and pay for improvements. Requires Petition and Election.	Equitable: only those who benefit pay. Difficult to form - requires election. City constructs improvements.

Buena Vista
DOWNTOWN COLORADO, INC.

Observation: The town receives funding from a variety of sources, including sales tax, vendor fees and business licenses. These sources bring in dollars that can be used to better the downtown core.

Recommendation: The uses of sales taxes, vendor fees and business licenses should be reviewed for maximum community benefit.

Buena Vista
DOWNTOWN COLORADO, INC.

Local Funding Toolbox

- DOLA - Energy Impact, Main Street
- Colorado Creative Districts
- Colorado Tourism Office
- CDOT Enhancement Grant Program
- Downtown Colorado, Inc.
- Private Foundations – capital and operating
- GOCO – Spray ground/park funding
- USDA

Buena Vista
DOWNTOWN COLORADO, INC.

Observation: Options to help fund projects exist that are not currently being used.

Recommendation:
Look at ways to increase the funding available for community projects, including:

- Community Foundation
- Community Development Corporation
- Accommodations Tax

Buena Vista
DOWNTOWN COLORADO, INC.

Community Development Corporation

- **Non-profit community development funding tool that:**
 - Tackles tough development or redevelopment projects that are too difficult for the public or private sector to undertake alone.
 - Provide business/economic incentives
 - Land assembly, land banking, etc.
- **Funding comes from:**
 - Business/corporate donations (tax write-off)
 - Banks (most are required to give portion of revenues back)
 - Donors who are interested in the needs of the community
 - The City, County and other governmental entities through actual cash infusions or incentives
 - Local, national and federal grants

Buena Vista



What else is in your tool box?



Buena Vista



Organizational Models for Downtown

	Urban Renewal Authority (URA)	Community Development Corp. (CDC)	Colorado Main Street
Background/ Summary	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	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	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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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

Buena Vista



Action Matrix

Time	Task	Measure of success	Initiator	Partners
1-3 M	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

Buena Vista



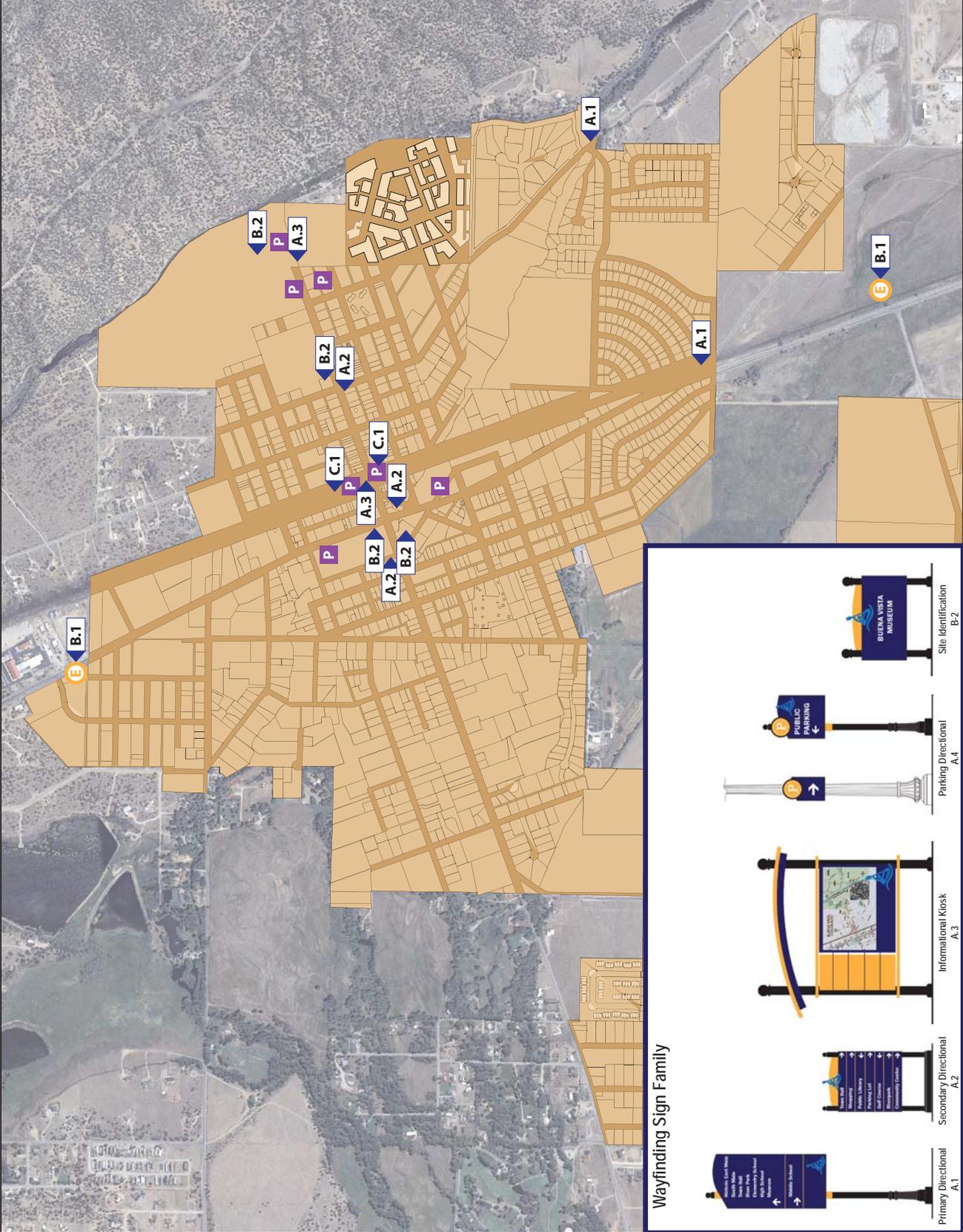


Buena Vista Downtown Revitalization May 6 & 7, 2013

Date/Time	Agenda	Attending	Location
May 6			
9:30 AM	Pre-Meeting Orientation (Video & Handouts)	DCI and BV Steering Committee Coffee/Burritos/Scones: BV Roastery	Community Center (Pinon) East Main
10:00 AM	Orientation/Tour	DCI and BV Steering Committee (Chaffee Shuttle)	Drive by and walking Tour of W, E & S Main Streets
12:00 PM	Lunch	DCI, Town Staff and Board of Trustees Lunch – (Asian Palate – Delivered)	Community Center (Pinon)
1:30 PM	#1 - Focus Group Meeting <i>Community Services</i> Host: Joel Benson	Board of Trustees, Planning & Zoning, Advisory Boards and Department Heads	Community Center (Pinon)
2:45 PM	#2 - Focus Group Meeting <i>Service Providers and non-municipal services</i> Host: Laurie Benson	Service Providers: Service Organizations, School District, Library, Heritage, and local non-profits.	Buena Vista Heritage 511 East Main (Judy Hassell)
3:45 PM	Walk around downtown	DCI - Visit shops, talk to people on the street, feel the community.	Walking on West, East and South Main Streets
6:00 PM	#3 - Focus Group Meeting 3 <i>Property and Business Owners</i> Host: Preston Larimer	Main Street business owners, property owners, community leaders.	Buena Vista Heritage 511 East Main (Judy Hassell)
7:00 PM	#4 - Focus Group Meeting <i>Residents</i> Host: Dave Kelly	Residents, community members at large, even those who live outside of town.	Buena Vista Heritage 511 East Main (Judy Hassell)
8:00 PM	DCI de-brief	DCI Dinner – (Private dining room - Order off menu)	Mt Princeton Private Dining Room
9:00 PM	Draft Recommendations	DCI	Mt Princeton Private Dining Room
May 7			
7:30 AM	Breakfast	DCI – Breakfast at lodging facilities	SM VRBO - Blue Tower – Mt Princeton -
9:15 AM	DCI develop presentation, Follow-up interviews	DCI	Community Center (Pinon)
10:30 AM	Develop report	DCI	Community Center (Pinon)
12 Noon	Working Lunch Delivered	DCI and BV Steering Committee Lunch – (Eddyline - Delivered)	Community Center (Pinon)
12:30 PM	Work on Action Matrix	DCI	Community Center (Pinon)
3:45 PM	Meet with Steering Committee to review draft presentation	DCI and BV Steering Committee	State Highway Theater 402 East Main
6:00 PM	Public Reception Presentation!	Invite all participants and the public. (Town - Veggie, fruit & cheese tray)	State Highway Theater 402 East Main

Buena Vista Wayfinding Map

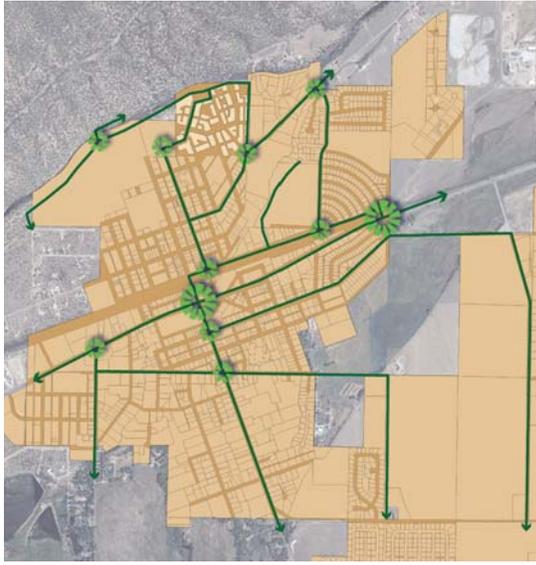
- Public Parking Lot
- Entry/Gateway Signage
- Sign Type and Location



Wayfinding Sign Family

	Primary Directional A.1
	Secondary Directional A.2
	Informational Kiosk A.3
	Parking Directional A.4
	Site Identification B.2

Primary Bicycle Routes & Decision Points



Primary Vehicle Routes & Decision Points



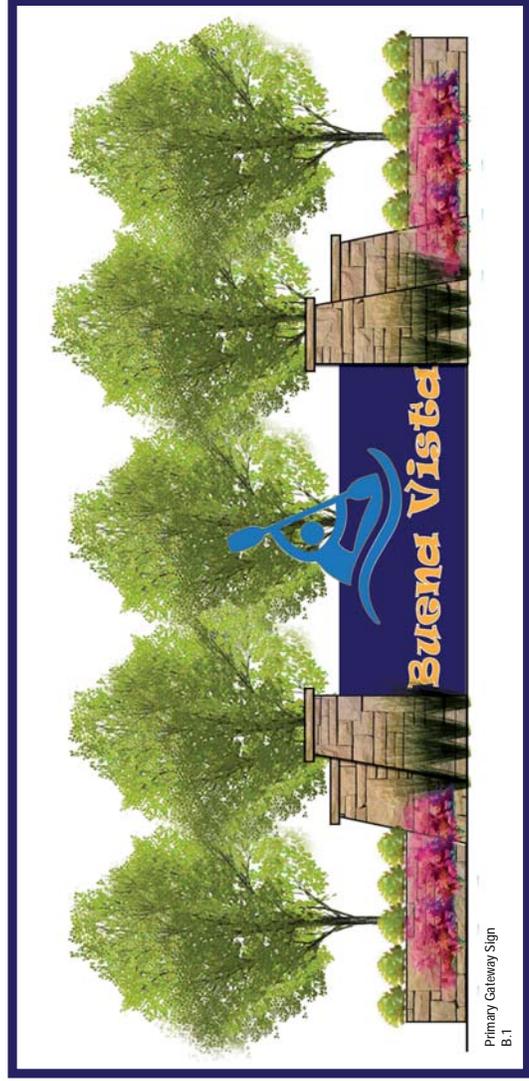
Primary Pedestrian Routes & Decision Points



Sign Type Hierarchy	Primary User		
	Automobile	Pedestrian	Cyclist
Directional			
A.1 Primary Directional	X		X
A.2 Secondary Directional		X	X
A.3 Orientation Kiosk/Map		X	X
A.4 Parking Directional	X		
Identification			
B.1 Primary Gateway	X		X
B.2 Site Identification		X	X
B.3 District Identification	X	X	X
Regulation			
C.1 Parking Regulation	X		X
C.2 Directional Regulation	X	X	X

Identifying travel paths and key decision points for the different travel modes of visitors to Buena Vista can help guide decision-making about investments in wayfinding.

- ⇒ Notice trends - For example, Buena Vista has more decision points for pedestrians and cyclists than drivers.
- ⇒ Match decision point modes with target sign users to make best use of sign location.
- ⇒ Look for opportunities to use and repeat existing sign types to create continuity for different users throughout the community.
- ⇒ Prioritize major decision points, and places where decision points overlap between different users
- ⇒ Remember that wayfinding to your community can be just as important as wayfinding within.
- ⇒ Coordinate wayfinding planning with other improvements to help direct all visitors to the many unique places within your community.



Primary Gateway Sign
B.1