

Appendices

- I. Welcome Letter
- II. Action Matrix
- III. Shop Local Campaign
- IV. Shop Local Action Matrix
- V. Menu of Technical Assistance
- VI. Stakeholders Analysis
- VII. Volunteers by Stakeholder Group
- VIII. Volunteer by Desired Skill
- IX. Potential Partners
- X. Strategic Event Planning Matrix
- XI. Silver Cliff and Westcliffe Event Planning Matrix
- XII. Strategic Event Planning Calendar
- XIII. Basic Responsibilities of Nonprofit Boards
- XIV. Board Officer Job Descriptions¹
- XV. Downtown Manager Job Description
- XVI. Downtown Manager Evaluation
- XVII. Organizational Succession Planning
- XVIII. 5 Steps for Improved Communications
- XIX. Sample Press Release
- XX. Communication Strategy Matrix
- XXI. Communication Planning Form
- XXII. List of Resources
- XXIII. Facade Improvement Examples
- XXIV. Grandma's House Facade Improvement
- XXV. Proposed Amphitheater
- XXVI. Proposed Signage
- XXVII. Aerial Map
- XXVIII. Pocket Park Rendering
- XXIX. Focus Group Sign-In Sheets
- XXX. Agenda
- XXXI. Team Member Bios
- XXXII. PowerPoint Presentation





Appendix I. Welcome Letter

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 the report. It is suggested that you hold a community meeting and use the attached tools to facilitate moving forward.

- **Action Matrix:** This 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. Because each community is unique, we encourage communities to contact DCI to create a unique plan for additional services and training to keep your momentum going.
- **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:** This allows you to identify volunteers that link your organization to groups that are key to your project.
- **Volunteer by Desired Skill:** This 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:** This allows you to list objectives for each event to make sure that all objectives are being met, and all events are serving a purpose.
- **Strategic Event Planning Calendar:** This 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:** This allows the downtown organization to evaluate the effectiveness of the Downtown Manager.
- **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.
- **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

Appendix II: Action/Responsibility Matrix

Organization & Management/Promotions

Organization & Management		Measurement of Success	Initiator	Potential Partners	Community	Team Member	Committee
1-3 M	Town Council should declare downtown a priority.	Adopt a mission statement for improving downtown and dedicating resources.	Town Board	Businesses, Chamber, and citizens	Silver Cliff/ Westcliffe	KC	
1-3 M	Schedule a monthly meeting for Downtown - provide a standing invitation to the whole community at a local establishment.	Set day each month for meetings. Announcements sent out two weeks before the meetings with the update from the last meeting and agenda for the next meeting.	Chamber	Both town's staff and elected officials, and everyone	Silver Cliff/ Westcliffe	KC	
1-3 M	Engage in a process to determine the Downtown organizational objectives and how collaboration might be achieved	Agenda for meeting, Mission statement of objectives, Clear list of benefits of membership, Announcement in paper of results.	Chamber	Town staff and elected officials, Town Manager	Silver Cliff/ Westcliffe	KC	
1-3 M	Tap into retirees, artists, and all citizens to identify and coordinate volunteers available.	Advertisements, Create volunteer orientation, database, and tracking system, volunteer skills assessment	Chamber	Artists groups and retirees	Silver Cliff/ Westcliffe	KC	
1-3 M	Create dialogue and complete list of downtown stakeholders and the contributions each will make.	Stakeholders' Analysis	Wet Mountain Collaborative/ Wet Mountain Community Foundation	Town staff and elected officials, Chamber, school, and other interested citizens	Silver Cliff/ Westcliffe	KC	Organization
1-3 M	Complete strategic events calendar	Completed strategic events objectives, matrix, and calendar. List of potential new events	Chamber	Town staff and elected officials, Wet Mountain Collaborative/Wet Mountain Community Foundation	Silver Cliff/ Westcliffe	KC	Organization



Action/Responsibility Matrix

Organization/Funding

1-3 M	Review process for becoming a Main Street Candidate to access training and information on the program.	Town Board and Business Assoc & Community Fund review the letter of intent, costs, and benefits. If joining, attend at least 3/4 Downtown Institutes from July 2010 - July 2011.	Wet Mountain Collaborative/ Wet Mountain Community Foundation	Town staff and elected officials, Chamber, school, Westcliffe and other interested citizens	Silver Cliff/ Westcliffe	KC	Organization
3-6 M	Chamber and event planners should begin implementing priorities set by events committee	Monthly reports to Visioning Committee on progress, Work plans for implementation	Chamber	Town staff and elected officials, Wet Mountain Collaborative/Wet Mountain Community Foundation	Silver Cliff/ Westcliffe	KC	Organization
3-6 M	Wet Mountain Collaborative/ Wet Mountain Community Foundation creates communication plan to reach out to partners	Stakeholder Analysis completed, create letters targeted to each group to request type of participation identified. Use communication matrix.	Business association/ Community Fund	Events Committee, town, sponsors	Silver Cliff/ Westcliffe	KC	Organization
3-6 M	Wet Mountain Collaborative/ Wet Mountain Community Foundation identifies skills required for Visioning Committee priorities and seeks volunteers to meet needs.	Volunteer Skills list completed, list of skills needed created, internship descriptions sent to highschool.	Wet Mountain Collaborative/ Wet Mountain Community Foundation	Town staff and elected officials, Chamber, school, Westcliffe and other interested citizens	Silver Cliff/ Westcliffe	KC	Organization
6+	Develop one entity to coordinate downtown events, improvements, and business development, retention, and attraction	Clear agreement between Town and organization outlining support for event implementation. Agreement for funding should be tied to objectives and performance measurements	Chamber	Town staff and elected officials, Wet Mountain Collaborative/Wet Mountain Community Foundation	Silver Cliff/ Westcliffe	KC	Org
Funding							
	Action Item	Measurement of Success	Initiator	Potential Partners	Community	Team Member	Committee

Action/Responsibility Matrix

Funding/Communications

1-3	Research compliance with Lodging Tax Ordinance and take necessary actions to address non-compliance	Increase collection of lodging tax revenues	County Clerk or Lodging Business	County, State DOR, Tourism Board	Silver Cliff/ Westcliffe	DD/BG	Funding
1-3	Complete a Marketing and Economic Study for Silver Cliff, Westcliffe and Custer County	The community will have a better understanding of retail leakage, ideas on goods and services that could be sold locally, incentive policies to promote more business development and options for attracting new and expanding existing businesses. Most importantly, ideas on developing a year round economy will be documented. Look at University of Wisconsin Extension website for materials to do this as a community.	Westcliffe/Silver Cliff	DOLA, OEDIT, CSU-DOLA Rural TA Program, Merchant and Chamber Association.	Silver Cliff/ Westcliffe	DD/BG	Funding
6-12	Facilitate a Branding Process with the community to develop an identity for The Cliffs Commercial District, including logos, website/social media development, cohesive signage and marketing materials.	A community brand developed and used by businesses, government and would be in print, web and signage within the "The Cliffs Commercial District"	Merchant and Chamber Board	Elected Officials, Chamber, Businesses, Citizens, OEDIT, Foundations, CTO	Silver Cliff/ Westcliffe	DD/BG	Funding
12	Attract corporate sponsorships (Clif Bar) to increase funds raised for local community events.	Additional funding available to attract visitors to the area for local events. New types of events such as Adventure Races and Orienteering.	Merchant and Chamber Board and Citizens	Merchant and Chamber Board, Rocky Mountain Orienteering Club, US Orienteering Federation, Forest Service, BLM	Silver Cliff/ Westcliffe	DD/BG	Funding
Communications							
	Action Item	Measurement of Success	Initiator	Potential Partners	Community	Team Member	Committee



Action/Responsibility Matrix

Communications

1-3m	Create a unique marketing campaign for both communities that ties them together through a well-established identity	Create an overall campaign with sub-campaigns for locals, daycation visitors	Silver Cliff, Westcliffe	Chamber, Arts Community	Silver Cliff/ Westcliffe	JL	
1-3m	Engage in the use of social media tools to market the communities together, including Facebook, Twitter and Flickr	Create a joint Silver Cliff/ Westcliffe Facebook page, create a Twisitor Center, create a Flickr account and keep updated with quality photos, provide training to business to help them increase and improve their marketing using online and social marketing tools	Chamber, Schools	Silver Cliff, West Cliff businesses, schools	Silver Cliff/ Westcliffe	JL	
1-3m	Create a special events task force to improve the engagement of local residents and businesses in events	Conduct an analysis of existing events and determine gaps, develop strategic initiatives for events and create an event planning matrix including meeting goals for audience, year-round activation, etc., create a year round events calendar jointly for both Silver Cliff and Westcliffe, create a unified signature event for the two communities	Silver Cliff, West Cliff, Chamber	Local residents, business, property owners, existing event organizers, other civic organization representatives	Silver Cliff/ Westcliffe	JL	
1-3m	Launch "Cliff Chatter"	Set and hold monthly informal meetings for both communities to share information with and gather input from businesses and residents as a way to keep an open line of communication.	Silver Cliff, Westcliffe	Civic Organizations, Residents, Businesses, Property Owners	Silver Cliff/ Westcliffe	JL	

Action/Responsibility Matrix

Communications

3-6m	Create a new joint website for both communities that meets the needs of all key audiences	Website should include community events calendar, community news and projects section, community resources area, business listings, e-newsletter, resources for daycation visitors, online vacation planner, economic development information	Silver Cliff, Westcliffe	Chamber	Silver Cliff/ Westcliffe	JL	
3-6m	Create a well-packaged printed map/marketing piece for both communities	Easily demonstrates where key businesses, attractions, trails and visitor destinations are located for both communities.	Chamber	Businesses, Silver Cliff, Westcliffe	Silver Cliff/ Westcliffe	JL	
3-6m	Create a Shop Local Campaign	Create local advertising, including window posters, in-restaurant table tents, advertise to locals via bill stuffers, implement community member discount opportunities (discount cards, etc.). Guide provided in the Appendices.	Chamber	Businesses	Silver Cliff/ Westcliffe	JL	
3-6m	Economic Development Marketing	Utilize the website as a portal of information about doing business in both Silver Cliff and Westcliffe, provide a printed package that offers the same materials, develop similar business incentive policies between the two communities and then market those collaboratively	Silver Cliff, Westcliffe, Chamber		Silver Cliff/ Westcliffe	JL	
6m	Consistent Retail/Restaurant Hours	Work to get some consistency around retail hours at least two nights per week, and market those hours consistently	Chamber, businesses		Silver Cliff/ Westcliffe	JL	



Action/Responsibility Matrix

Promotions

6-12m	Strengthen/improve the visitor's center - try to keep it open.	Better signage, better information materials, more organized, regularly staffed	Chamber	Silver Cliff, Westcliffe, Community members	Silver Cliff/ Westcliffe	JL	
Promotions							
Action Item	Measurement of Success	Initiator	Potential Partners	Community	Team Member	Committee	
1-3m	Develop "shop local" campaign	Promotional materials identifying products and services available downtown. Promotional materials identifying where sales tax dollars are spent.	Westcliffe/ Silver Cliff	Businesses, Chamber, Merchant Association	Silver Cliff/ Westcliffe	CC	Promotions
1-3m	Initiate branding process for the Cliffs' Business District	Meeting agendas, notes, selected brand	Chamber and Merchant Association	Businesses, Towns,	Silver Cliff/ Westcliffe	CC	Promotions
1-3m	Review strategic event matrix with consideration of event objectives and retail components for events. Develop a collaborative marketing strategy for District businesses.	Increased sales and attendance at downtown events.	Chamber and Merchant Association	Towns, businesses	Silver Cliff/ Westcliffe	CC	Promotions
3-6m	Identify corporate sponsorships for local events	List of annual events, list of potential corporate sponsors, including contact information	Chamber and Merchant Association	Non-profit and other event organizers, towns,	Silver Cliff/ Westcliffe	CC	Promotions
3-6m	Develop Cliffs' Business District print materials, including directory and map	Business directory, map places in all businesses, civic buildings, etc	Chamber and Merchant Association	Towns, businesses	Silver Cliff/ Westcliffe	CC	Promotions

Action/Responsibility Matrix

Promotions/Design

3-6m	Create a Cliffs' Business District webpage with business directory, contacts, calendar, and community highlights. Update this as more material is developed. Initially, this may be on the a town website	Updated webpage that has all business district related information	Westcliffe/Silver Cliff	Businesses, event organizers, Chamber, Merchant Association	Silver Cliff/Westcliffe	CC	Promotions
Design							
	Action Item	Measurement of Success	Initiator	Potential Partners	Community	Team Member	Committee
1-3m	Form Cliffs' Task Force	The Cliffs' Task Force holds monthly meetings with agendas and minutes are made public.	West Cliff and Silvercliff Mayors	Town staff	Silver Cliff/Westcliffe	Carrie Mc	Design
3-6m	Facilitate Pride workshop to develop a Cliffs' Commercial District Pride Statement	Consensus and adoption of the Pride Statement	The Cliffs' Task Force and Westcliffe/Silvercliff Town Staff	Local Boards, Commissioners, residents, business owners, stakeholders, Chamber	Silver Cliff/Westcliffe	Carrie Mc	Design
3-6m	Update the Towns' websites to include a page on Code Enforcement	Town websites updated	Town Staff	Local Boards, Commissioners, residents, business owners, stakeholders, Chamber	Silver Cliff/Westcliffe	Carrie Mc	Design
3-6m	Identify affordable beautification techniques	Projects for beautification of commercial district are put into a workplan with one objective per month (at least).	The Cliffs' Task Force	Local Boards, Commissioners, residents, business owners, stakeholders, Chamber	Silver Cliff/Westcliffe	Carrie Mc	Design
6-8m	Create a Window Display Program working with the school or local artists.	Window Display Program and historical scenes displayed in windows starts summer of 2010 and is updated with next displays throughout the year.	The Cliffs' Task Force	Local Boards, Commissioners, residents, business owners, School, Chamber	Silver Cliff/Westcliffe	Carrie Mc	Design



Action/Responsibility Matrix

Design

6-8 M	Draft and adopt a Pride, Health & Safety Ordinance	Adoption of a Pride, Health and Safety Ordinance in each community	The Cliffs' Task Force and Westcliffe/Silvercliff Town Staffs'	Local Boards, Commissioners, residents, business owners, stakeholders, Chamber.	Silver Cliff/Westcliffe	Carrie Mc	Design
0-6	Identify possible off-street parking lots in the commercial district	A map showing potential parking lot locations is reviewed and one site is selected by the community.	Towns and Cliffs' Task Force	DOLA Technical Assistance Program	Silver Cliff/Westcliffe	Mike H	Design
1 - 36m	Acquire properties and construct parking lots	New off-street parking is available to the community.	Towns and Cliffs' Task Force	DOLA Technical Assistance Program, UAA COG	Silver Cliff/Westcliffe	Mike H	Design
3-6m	Perform inventory of blighted properties	Blighted properties inventory is created and used to prioritize properties for clean up and improvements.	The Cliffs' Task Force and Westcliffe/Silvercliff Town Staffs'	Town staff	Silver Cliff/Westcliffe	Carrie Mc	Design
1-8m	Facilitate a joint community engagement process (public participation) to create a sub-area based Plan for the Cliffs' Commercial District as an element of each towns' Master Plan	Adoption of the Cliffs' Commercial District Strategic Plan element in each towns' Master Plan	The Cliffs' Task Force and Westcliffe/Silvercliff Town Staff	Local Boards, Commissioners, residents, business owners, stakeholders, Chamber and DOLA	Silver Cliff/Westcliffe	Carrie Mc	Design
	Facilitate a community engagement process (public participation) to review and update Land Use Regulations for consistency with Cliffs' Commercial District Master Plan	Community consensus and adoption of updated Land Development Regulations for each town	The Cliffs' Task Force and Westcliffe/Silvercliff Town Staffs'	Local Boards, Commissioners, residents, business owners, stakeholders, school, service providers, Chamber and DOLA	Silver Cliff/Westcliffe	Carrie Mc	Design
	Complete building facade survey & adopt guidelines for future improvements	Survey forms for all downtown buildings and identification of local landmarks	Towns	Town merchants, Cliffs' Task Force	Silver Cliff/Westcliffe	Mike H	Design
	Apply for grants to cover cost of preparing Silver Cliff Main Street improvement plans	Submit planning grant applications	Silver Cliff	DOLA Technical Assistance Program, CDOT, UAA COG	Silver Cliff/Westcliffe	Mike H	Design

Action/Responsibility Matrix

Design

	Prepare Street Improvement Plans for Main Street in Silver Cliff	Complete Street Improvement Plans and apply for construction grants	Silver Cliff	DOLA Technical Assistance Program, UAA COG	Silver Cliff/ Westcliffe	Mike H	Design
12m +	Create a Cliffs' Commercial District Development Handbook	Adoption of the Cliffs' Commercial District Development Handbook	Towns' Staff	Service providers, and businesses	Silver Cliff/ Westcliffe	Carrie Mc	Design
	Develop forms, checklists, and formal proceedings to declare properties blighted	Adoption of forms, checklists, and formal proceedings to declare properties blighted	Towns' Staff	Service providers	Silver Cliff/ Westcliffe	Carrie Mc	Design
12-	Explore funding mechanisms and grant opportunities for purchasing or rehabilitating blighted properties	Funding mechanisms and grant opportunities identified	Towns' Staff	DOLA	Silver Cliff/ Westcliffe	Carrie Mc	Design
12-14 M	Host a Citizens' Planning Academy	Citizens' Planning Academy	Towns' Staff	Cliffs' Task Force, Consultants, DOLA	Silver Cliff/ Westcliffe	Carrie Mc	Design
	Capitalize a revolving loan fund for façade renovation projects	Formal communications with local banks to fund. 2 façade renovation projects over 2 years	Towns	Banks, CDBG & State Historical Fund grants, etc.	Silver Cliff/ Westcliffe	Mike H	Design
	Work with property owners to develop Silver Cliff Interpretive Park	Creation of a Silvercliff Interpretive Park Concept Plan	Silvercliff	Silver Cliff, property owners, the Cliffs' Task Force	Silver Cliff	Mike H	Design
	Work with property owners to develop Mill Street Improvement Plan	Agenda, sign in, and minutes for a series of meetings to discuss. Approved redevelopment plan	Silver Cliff	Silver Cliff, property owners, the Cliffs' Task Force	Silver Cliff	Mike H	Design
18-36m	Historic and commercial district Signage and along SH69 and SH96	Installation of informational signage up and functional to commercial district	Towns and Cliffs' Task Force	Cliffs' Task Force, Towns, CDOT	Silver Cliff/ Westcliffe	Mike H	Design
	Cliffs Task Force meets and addresses needs for commercial district streetscape additions, improvements and enhancements	Agendas, sign in, and minutes for meetings. List of prioritized objectives for streetscapes.	Cliffs' Task Force	Local businesses and CU-DOLA Program	Silver Cliff/ Westcliffe	Mike H	Design



Action/Responsibility Matrix

Design

12+ m	Streetscape Completion	Grants secured and landscape, new sidewalks, and furniture installed.	Cliffs' Task Force, Towns	DOLA, CDOT, UAA COG	Silver Cliff/ Westcliffe	Mike H	Design
1-3M	Hold a town meeting to determine the long range vision for your communities heritage tourism.	Have a clear vision of what still needs to be accomplished to promote heritage tourism. Ex: (do any of the museums need maintenance?, are there any other sites of interest that have not been utilized in current heritage tourism efforts?)	Library	Chamber, Regional Partners	Silver Cliff/ Westcliffe	Gen Z	Design
	Start work on incorporating any new historic sites into the heritage tourism. Also, maintenance of current sites should be taking place. Silver Cliff - the sign near the Silver Cliff mine should be repaired (cardboard covering empty sign holder).	New historic sites or interpretative signage should be in place or proposal form. All current heritage sites shall be well maintained and repaired.	Library, Volunteers	Chamber, Regional Partners	Silver Cliff/ Westcliffe	Gen Z	Design
18-36	Historic and downtown Signage along Main Street	Informational and Directional signage up and functional to downtown	Signage Committee and Design Committee	Signage Committee, Town, CDOT	Silver Cliff/ Westcliffe	Gen Z	Design
1-3M	Utilize the organizational recommendations to form a group to work on preservation efforts in your community.	Group committed to historic preservation efforts with clear goals and vision to increase quality of historic information available to community.	Historic Preservation Volunteer Group	Library	Silver Cliff/ Westcliffe	Gen Z	Design

Action/Responsibility Matrix

Design

3-6M	Seek opportunities to bring attention to new or unrecognized historical findings/sites in your community.	Distribute information to the local schools and newspapers to educate the community on the group's progress and discoveries. Publish a bi-monthly report in the newspaper highlighting an existing historical site or a new discovery to promote community involvement in the preservation efforts.	Historic Preservation Volunteer Group	Library, Newspaper	Silver Cliff/Westcliffe	Gen Z	Design
1-6M	Access State Historical Fund money to conduct an inventory of historic buildings in the Cliff's Commercial District. Involve property owners throughout the process to generate interest in a historic listing.	Current inventory of historic buildings in the Cliff's Commercial District.	Town, Chamber	State Historical Fund	Silver Cliff/Westcliffe	Gen Z	Design
1-3M	Talk with Community leaders to create incentives and support for property owners who seek a historic listing.	Incentives are implemented to encourage historic preservation. There is an increase in historic preservation initiatives in the community.	Community	Library	Silver Cliff/Westcliffe	Gen Z	Design
1-3M	Send out a list describing the benefits for being on a historic registry. There is often confusion between a National Register of Historic Places listing and a locally designated or zoned historic landmark or district.	Community wide understanding of benefits of being on a historic registry.	Historic Preservation Volunteer Group	Chamber, Town	Silver Cliff/Westcliffe	Gen Z	Design



Action/Responsibility Matrix

Design/Economic Restructuring

11-06M1	Publish the current inventory of historic buildings in the local newspaper and encourage building owners to discover the age and history of their own properties. Provide contact information and support to those property owners seeking assistance registering their building.	New businesses seeking registration. Community understanding of the benefits of being listed on the registry.	Historic Preservation Volunteer Group	Newspaper, Library	Silver Cliff/Westcliffe	Gen Z	Design
1-3M	Diversify the activities and tours for each existing historic site.	Keep residents and tourists interested year round	Historic Preservation Volunteer Group, Volunteers who hold historic tours		Silver Cliff/Westcliffe	Gen Z	Design
1-3M	Continue to identify heritage tourism differences between each community	Clear heritage tourism vision and goals for your community	Historic Preservation Volunteer Group	Library	Silver Cliff/Westcliffe	Gen Z	Design
	Coordinate with CDOT to promote historic sites throughout community. Increase marketing to feature historic sites.	Have meetings with CDOT about incorporating some historic signage along highway. Use various medias (local newspaper and website) to promote historic sites and heritage tourism.	Historic Preservation Volunteer Group	CDOT	Silver Cliff/Westcliffe	Gen Z	Design
Economic Restructuring							
	Action Item	Measurement of Success	Initiator	Potential Partners	Silver Cliff/Westcliffe	Team Member	Committee

Action/Responsibility Matrix

Economic Restructuring

	Address Vacant and underutilized properties					Jesse	ER
6 - 9m	Inventory of properties available for sale, formatted in a way that speaks to development interests and encourages the assemblage of land parcels.	A catalogue of available and vacant properties is produced for distribution to business prospects	Chamber of Commerce	Local realtors	Silver Cliff/ Westcliffe	Jesse	ER
9 - 15m	The Towns can identify grants, loans, and incentives (state, federal, private, or self directed) that can be described in a catalogue of incentives to encourage private sector businesses to buy, renovate, and occupy sites.	A schedule of incentives is developed/updated.	Towns	Realtors. OEDIT	Silver Cliff/ Westcliffe	Jesse	ER
6 - 12m	Towns should develop and distribute business-community-oriented materials on services for new and existing businesses, and include information on programs from towns, county, library, school, etc.	Materials developed and distributed	Towns	Chamber, County	Silver Cliff/ Westcliffe	Jesse	ER
1-3m	Economic development ambassadors should hold monthly, informal, topic-based "Cliff Chatter" meetings share information and get input from businesses.	Meetings Scheduled	Chamber	Local Businesses, County	Silver Cliff/ Westcliffe	Jesse	ER
	Pursue attraction of location-neutral businesses					Jesse	ER
6 - 15m	Conduct market research to identify potential businesses growth such as telecommuters, lone eagles, sales consultants, and small shippers that don't need ties to urban centers	Study Completed	Towns	Chamber	Silver Cliff/ Westcliffe	Jesse	ER
	Develop a shop local campaign					Jesse	ER



Action/Responsibility Matrix

Economic Restructuring

3m	Develop and distribute locally outreach materials that tout the benefits of spending locally and products available locally.	Materials developed and distributed	Chamber	Local Businesses, County	Silver Cliff/ Westcliffe	Jesse	ER
6 - 12m	Create a collaborative marketing initiative and a rewards system for local spending	Program developed and initiated	Chamber	Local Businesses	Silver Cliff/ Westcliffe	Jesse	ER
	Continue developing training programs for local businesses and citizens					Jesse	ER
12 - 18m	Identify training needs and times, locations, and formats to maximize the ability of businesses to take advantage of the training	First annual training topics identified, sessions scheduled, and advertised	Chamber	Library, Local Businesses, School District	Silver Cliff/ Westcliffe	Jesse	ER

Appendix III: Shop Local Campaign

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 (like non-profits, chambers, downtown business associations, 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: Determine the best slogan

Some common phrases chosen by communities are Buy Local First, Buy Local, Shop Local, Homegrown, Stay Local, and Buy Close By. Determine which best suits your town or create your own unique slogan. Some examples are:

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

Step 3: Promote your most powerful benefits

There are numerous lists of the benefits to shopping locally available online or at Downtown Colorado, Inc. It is useful to have short bullet points and longer more detailed explanations. Here are some benefits that are often highlighted:

- **Educate consumers on shopping local to support local community services.** 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.
- **Highlight that your economy is local.** Just telling people to "shop local" may not change behavior. Many communities have noticed greater impacts when the businesses and customers can easily see the impacts of their spending. Some ideas for achieving these results are to create spending local cards, or "cash," or somehow mark a certain number of bills that will be spent in the community. Some chambers might have cash prizes at events with a request that dollars be spent locally. The prizes can be given



out in only \$2 bills so that each merchant will notice the bills when they come through the system. Some communities create “dollars” that act as coupons or collect receipts from local stores equaling a certain amount. Merchants who track local spending can redeem coupon, or customers who have receipts from all merchants in town might qualify for a drawing.

Additional examples include:

- Lake City DIRT Dollars
- Brush Chamber Bucks

- **Build loyalty through local 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 has created a Downtown Colorado Springs gift card in varying denominations that is accepted in more than 100 local retailers. Carbondale is currently holding a drawing for an electric car; shoppers receive a ticket when they shop at one of 200 participating Carbondale businesses.
- **Traveling costs money and gas.** Spending locally is more affordable and environmentally beneficial. Lots of small town residents are accustomed to driving distances to shop. Use this campaign as a way to encourage your community to be green, save money, and save the gas by shopping at home.
- **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.
- **Share the news of what you have in town.** 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 day 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. Ask local businesses to provide a list of “Did you know we have?” and highlight each store on-line or through local outlets to inform the community of things that can be found locally.

Step 4: Develop strong collateral materials

Just because resources are tight in a small community doesn’t mean your can’t make a big splash with a few targeted materials. A window sticker or sign is one way to involve merchants and create an attention-gaining visible presence in the downtown. If resources permit, the shop local logo or stickers can be added to local directories, maps and signage, t-shirts, and kiosks or bus stops. Part of the campaign materials might also include a buy local coupon book and/or punch cards, and a short postcard showing the benefits of spending in the community.

Step 5: Start with a bang-up media campaign

One of the benefits of small towns is familiarity with the local newspaper. To ensure that your message gets out, ask if it will be possible to write the article for them and also draft a press release for the newspaper, television, and radio if applicable. Interviews will give you a chance to provide more details of the how and why of the program.

Consider having a shop local table at any and all local events; give balloons to kids and use the opportunity to talk to their parents. Work with merchants to develop retail events that can be combined with the shop local initiative.

In-store events will allow you to further distribute the materials already developed as well as promote the stores’ events.

Nonprofits, rotary, chambers, downtown business associations, libraries, museums, and schools are also important partners in a shop local campaign. Provide all partners with materials, lists of events, and have regular meetings to share information. When possible, present the campaign to membership groups at monthly meetings. Press coverage is often more effective than advertising.

Don’t forget to use your existing website and promotional materials to promote the campaign. Use your social media tools

as well. If you have a Facebook page or group, use it to promote the shop local campaign. Community support will begin to grow as you build your shop local campaign in these new and highly utilized medium. Visit Facebook and search “Buy Local” or “Shop Local” to find examples of how to set up this information.

Step 6: Measure Success (Know when you have succeeded)

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.

It is good to conduct a survey or assessment three to four months into the program, and again another after about a year. Developing a good survey is challenging. Consider what you want to know and don't ask unnecessary questions.

For community members:

- Are you aware of the shop local campaign?
- Where did you hear or learn about the campaign?
- Have you changed where you buy any items because of it?
- Have you visited local businesses you don't normally shop at?
- Have you spent more money and time in town? How much each month?
- Were you surprised by anything facts you learned or the products available in town?
- What would you change about the campaign?

For businesses:

- Has your business benefited from the campaign?
- Have revenues and customers increased? By how much each month?
- Have customers referred to the buy local campaign?
- Have you met new customers?
- Would you recommend a campaign to other communities?
- Will you continue to participate in the campaign?
- What would you change about the campaign?

Step 7: Be sure that you can replicate and expand the Shop Local campaign

If you can do the initial steps successfully, it will be important to consider how to further grow the program. Some ideas include:

Business-to-business local transactions. Talk to your businesses to determine which supplies and services they purchase regularly and where they are purchasing. If you can find out what materials and products your local companies need, as well as what is available locally, you can encourage local businesses to order from local sources.

Look for opportunities to do group purchasing for things that aren't sold locally. It is possible to arrange for group purchases to save money on shipping and reduce costs by buying in bulk. All your local businesses benefit from the lower price and relationship that is established.

Consider how to reward local purchasing. This might start with the town council adopting a policy to account for lower shipping and transportation costs when assessing local bids. It is also worthwhile just to remind local governments about the buying local policy. Keep it fresh by offering announcements or gift certificates to local stores if people take special initiatives to participate in the buy local program.



Make sure to highlight government services to buy local. This might be stamps at your local post office, support for your local utilities and civic services, and highlighting some of the products that the school or library offers.

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 info@downtowncoloradoinc.org. We're all in this together!

Bonus: Sample list of 10 reasons to shop local

1. Dollars you spend locally support vital public services (schools, fire, police, libraries, ambulance, etc.) in our town and county.
2. Your community is unique, and the independent, one-of-a-kind businesses that your small town houses are an important part of your distinctive character. Local ownership ensures that important decisions are made locally by people who live in the community and who will feel the impacts of those decisions.
3. Small communities allow you to grow a relationship with your local merchants. They can get to know you, and address the needs and preferences of the community.
4. Local merchants care about and invest in the local community. They contribute to events, school fundraisers, and invest dollars back to local groups and charities.
5. Your local purchases support local jobs.
6. When you shop at one local merchant, you're supporting other businesses as well because banks, restaurants and other business cluster around local shops.
7. Local shops are more accessible for the community, the elderly, young, and those without transport.
8. You save money by shopping at home in driving time, gas, and you'd be surprised how often the retail prices are lower, too.
9. You can reduce your environmental impact by cutting out transportation times for purchases.
10. Your purchases support new entrepreneurs and skilled workers and preserve the unique businesses and distinctive character of the town.

Appendix IV: Shop Local Action Matrix

Shop Local		Measurement of Success	Initiator	Potential Partners
	Action Item			
1-3 m	Town Council should declare a local purchasing priority.	Create a statement indicating that shipping and transportation costs will be recognized when reviewing bids for products and services.	Town Board	Businesses, Chamber, School, hospital
1-3 m	Consider grant opportunities for marketing and training to fund economic development activities.	Create database that looks at USDA, Colorado Tourism Office, and other resources as suggested by SBDC, SCORE, DCI, and the local EDC.	Chamber, school, and EDC	merchants, non-profits, schools, local government, DCI, SBDC
1-3 m	Hold a series of public meetings to discuss the plan for the shop local campaign	Attendance of all major non-profits, businesses, and government leadership. Sign in sheets and agendas. Create top five objectives for the campaign. Identify three measurements of success for each objective (and the timeframe when completion should occur).	Chamber	merchants, non-profits, schools, local government
1-3 m	Identify a catchy slogan for the campaign.	Review some other communities' campaigns. Hold a contest with the community voting on the top three campaign slogans.	Chamber	merchants, non-profits, schools, local government
3-6 m	Coordinate training for program creation.	Contact DCI, SBDC, EDC, or other entities to facilitate training. Incorporate feedback from other communities who have implemented a campaign to learn from their experience.	Chamber	merchants, non-profits, schools, local government, DCI, SBDC, EDC
3-6 m	Create communications plan and key messages for the campaign.	Complete a communications matrix for the whole program and communication strategy form for each audience group.	Chamber	merchants, non-profits, schools, local government, DCI, SBDC, EDC
3-6 m	Create survey or online system for businesses and producers to list all available products in one area.	Directory of businesses with map and contact information exists. List of products available in town listed by business and product type.	Chamber	merchants, non-profits, schools, local government, DCI, SBDC, EDC



Shop Local Action Matrix

3-6 m	Engage youth in project to conduct business survey to assess business hours, needs, and willingness to participate in local coupons or collaborative marketing.	Completed database (or spreadsheet) of businesses that records all data collected and highlights the discounts and deals they are willing to promote for local shoppers as well as regional shoppers.	Chamber, school, and EDC	merchants, non-profits, schools, local government, DCI, SBDC
3-6 m	Engage business in project to conduct customer survey to assess desired products, ideal shopping times, and willingness to purchase local if additional products or discounts are available to locals.	Completed database (or spreadsheet) of customer responses that records all data collected. Data is analyzed to identify what current businesses can do to better meet the needs of locals.	Chamber, businesses, and EDC	merchants, non-profits, schools, local government, DCI, SBDC
6 + m	Enlist designer to take the messages and data and create attractive online and print materials for distribution.	Collateral materials are available online and in local venues	Chamber, school, and EDC	merchants, non-profits, schools, local government, DCI, SBDC
6 + m	Continue to hold stakeholder meetings with a representative from each key group (non-profits, businesses, schools, local government, etc.)	Conduct evaluation of program every 6 months and implement improvements regularly. Agenda and sign in sheets exist. Agenda includes suggestions for program growth and improvement.	Chamber	merchants, non-profits, schools, local government, DCI, SBDC, EDC

Appendix V: 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



Appendix X: Sample Strategic Event Planning Matrix

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

Objective Event	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Minturn Market						x	x	x	x			
Bravo Concert at the Little Beach Park						x	x	x	x			
July 4th Parade							x					
Christmas Event												x
Halloween										x		
St. Patty's Explosion			x									
Concerts in the Business district												
\$5.00 Thursdays												
Movie Night-dinner and bike to the I.B.P.												
First Friday Art Walk												
Minturn/Red cliff bike ride/pub crawl/bonfire												
Soap box derby or big wheel race												
Minturn "Off track" festival												
Home tour												
Ghost tour or haunted house												

Appendix XI: The Cliff's Strategic Event Matrix

Event	Objective	Historic Accent	Kids	Downtown	Retail Component !!!	Fund-raising	Food & Music
Route 66				X			X
Mining/Heritage Days		X		X		X	X
Tractor Pull			X				X
4 th of July			X				X
Hay Fever Bluegrass						X	
Historic Ghost Walk		X		X			



Appendix XII: Sample Strategic Event Planning Calendar

Steps:

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

Objective Event		Kid friendly	Fund Raising	Traffic Generating	Promotes Retail	Restaurant	Downtown	Green Initiatives	Historic Accentuated	Lead Org	Partner Orgs
Outdoor Market	X			X			X				
Bravo Concert at the Little Beach 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 and bike to the I.B.P.											
First Friday Art Walk											
Minturn/Red cliff bike ride/pub crawl/bonfire											
Soap box derby or big wheel race											
Minturn "Off track" festival											
Home tour											
Ghost tour or haunted house											

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

Appendix XIII: 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>



- 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.

Appendix XIV: 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.

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.



Appendix XV: 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
- 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.



Appendix XVI: Director Annual Evaluation

Suggested Evaluation Procedure:

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

Name:

Title:

I. Performance in major areas of responsibility

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

II. Comments about Staff Performance

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

IV. Identify any areas of performance which need improvement:

<p>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.</p>			
Employee	Date	President	Date



Appendix XVII: 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:					

Appendix XVIII: 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.

Local government (e.g., city and county officials):

- 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
- Business owners:
- 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

Other local government and organizations (e.g., police departments, school district, library district, chamber of commerce, convention & visitors' bureau, volunteer associations, business associations, seniors groups and hospitals):

- 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
- Local newspapers:
 - 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

Local radio:

- Send a press release
- Contact station producer to ask if they will interview a community spokesperson about the upcoming event
- 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
- Local television:
 - 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
 - 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

Online:

- 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

Flyers:

- 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.

Appendix XIX: Sample Press Release



**DOWNTOWN
COLORADO, INC**

240 South Broadway, Suite 201, Denver, Colorado 80209 P 303.282.0625, F 303.282.0658
info@downtowncoloradoinc.org / www.downtowncoloradoinc.org

Sample Press Release

FOR IMMEDIATE RELEASE

CONTACT: **NAME, TITLE**

CITY

PHONE, EMAIL

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

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

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

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

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

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

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

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

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Appendix XX: Succession Planning Matrix

COMMUNICATIONS STRATEGIES			
	Website	Social Media	Marketing/ Advertising
Everyone *(Bare	<ul style="list-style-type: none"> Create one website for communities/downtown to market. Consider something clever. Websites are among today's most important tools for communicating Community events calendar Community news and projects Community resources Community business listings Newsletter opt-in 	<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
Community Members	<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.) Vacation planner Lodging resources in the region Links to other visitor sites Data about communities to encourage new business development Package "doing business" information 	<ul style="list-style-type: none"> "Twisitor Center" – visitors can send in questions about the community via Twitter and get responses Flickr (gorgeous pictures of the town or view) Training to diversity with online businesses Social media training for businesses; link them to main website All use same tools (one go to place for community to find latest news) 	<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 Target marketing to key visitor areas (via ads/ billboards), tour bus groups, etc. Printed map(s) Strengthen Visitor's Center?
Day-cation Visitors			<ul style="list-style-type: none"> Concentrate on year-round activation with emphasis on shoulder seasons 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 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			
Business Owners/ Investors/			<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"> Monthly informal meetings to share info w/& get input from businesses Business planning/entrepreneurs training by SBDC

Appendix XXI: Communication Planning Form

Communications Planning Form	
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"/> Youth <input type="checkbox"/> Special Interest: students <input type="checkbox"/> Veterans <input type="checkbox"/> Retirees <input type="checkbox"/> Local Non-Profits, Churches, Associations <input type="checkbox"/> Business Owners <input type="checkbox"/> Property Owners <input type="checkbox"/> Downtown Employees	<input type="checkbox"/> County Government <input type="checkbox"/> Local Government <input type="checkbox"/> Community partners/agencies <input type="checkbox"/> Neighboring Communities <input type="checkbox"/> Educational institutions <input type="checkbox"/> Developers <input type="checkbox"/> Media <input type="checkbox"/> Boards & Commissions <input type="checkbox"/> Other
Geographic:	
<input type="checkbox"/> Downtown <input type="checkbox"/> All of Town <input type="checkbox"/> Neighboring Communities <input type="checkbox"/> All County	<input type="checkbox"/> Mountain Communities <input type="checkbox"/> Front Range <input type="checkbox"/> All Colorado <input type="checkbox"/> Neighboring State
Message to communicate:	
<ul style="list-style-type: none"> • Talking point 1 _____ <li style="margin-left: 20px;">_____ <li style="margin-left: 20px;">_____ • Talking point 2 _____ <li style="margin-left: 20px;">_____ <li style="margin-left: 20px;">_____ • Talking point 3 _____ <li style="margin-left: 20px;">_____ <li style="margin-left: 20px;">_____ 	

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
<u>Traditional Media (to be coordinated with our PIO Barb Halpin and Dan Rowland)</u>
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)
<u>Social Media (coordinated by Dan Rowland)</u>
Website (internal/ external)
Blogs
Facebook/Twitter/Youtube
LinkedIn
Handouts and other collateral to be used
<ul style="list-style-type: none"> • 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
<input type="checkbox"/> Organizagional
<input type="checkbox"/> Town-wide
<input type="checkbox"/> Department Internal Site (SharePoint)
<input type="checkbox"/> All County
<input type="checkbox"/> Employee Meetings, Picnics
<input type="checkbox"/> Employee Recognition Events
Distribution:
<input type="checkbox"/> Downtown Director <input type="checkbox"/> Board of Directors <input type="checkbox"/> Town Government <input type="checkbox"/> All town <input type="checkbox"/> Sponsors

Appendix XXII: List of Resources

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.)



Appendix XXIII: Facade Improvement Examples

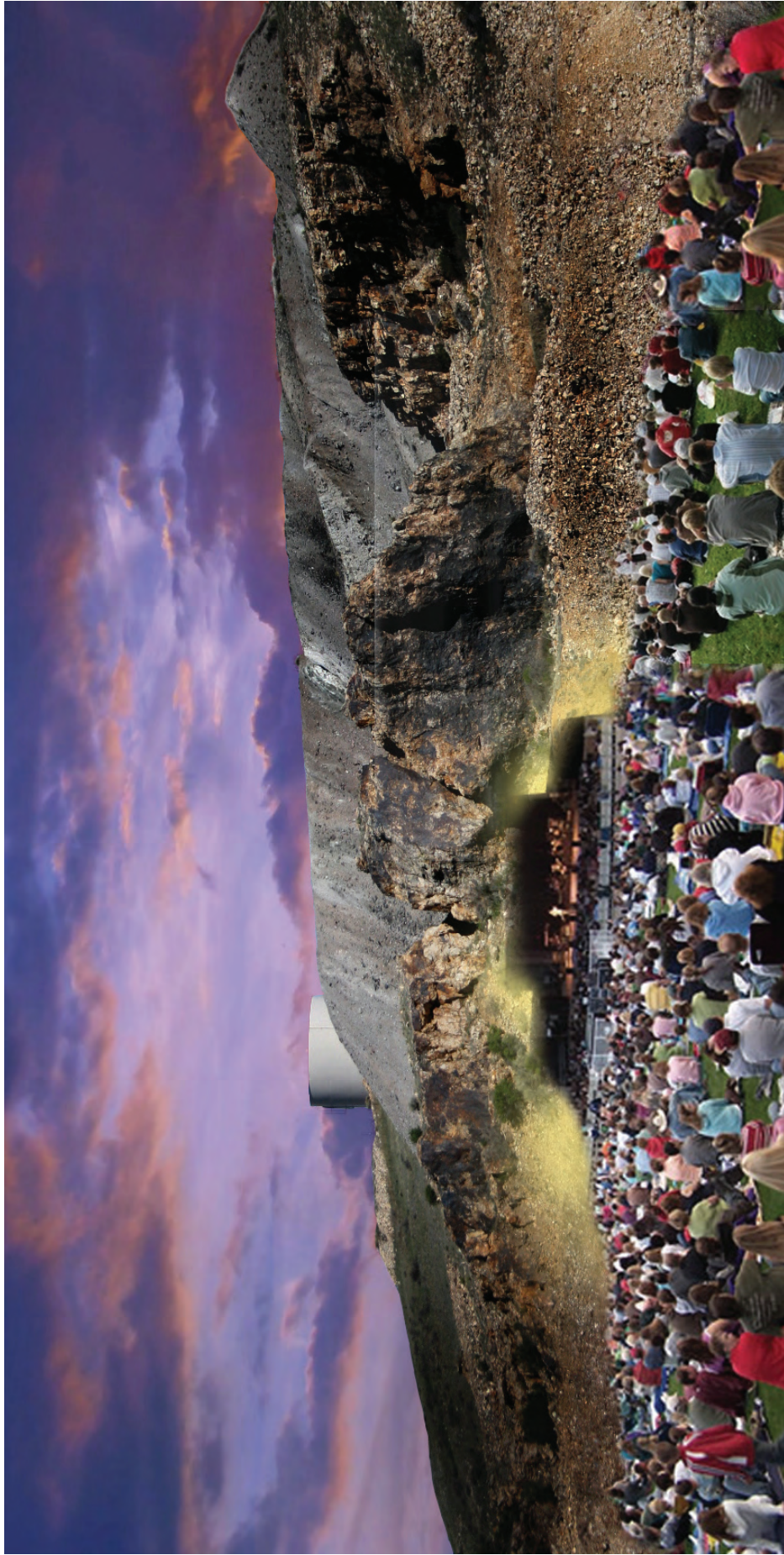


Appendix XXIV: Grandma's House Facade Improvement





Appendix XXV: Rendering of Proposed Amphitheater

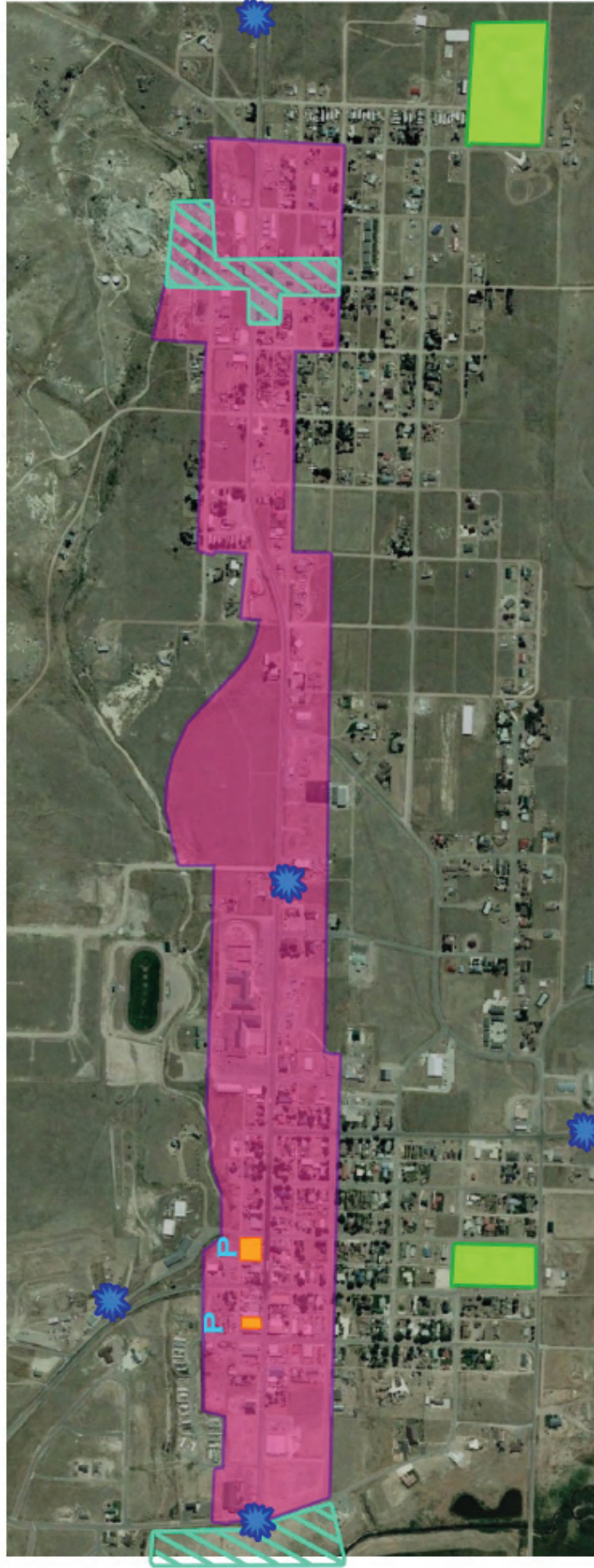


Appendix XXVI: Cohesive Signage Examples for Silver Cliff and Westcliffe





Appendix XXVII: Aerial Map Illustrating the Cliffs' Commercial District



-  Signage
-  Activity Node
-  Town Park
-  Pocket Park
-  Commercial District
-  Additional Parking

Appendix XXVIII: Pocket Park Rendering



Appendix XXIX: Focus Group Sign-In Sheets

Sign in please 1pm

Name	Title/Org.	Email	Phone
Troy Hobby	Town man		
Bob Souize	Town Manager Westcliffe	TOWN MANAGER @TOWNOFWESTCLIFFE.COM	719-783-9626
Christy Rethrie	Mayor	rrethrie@earthlink.net	783-3450
Lynn Attobony	B.O.C.C.	lynn@custarcountygov.com	783-2227
Kathy Reis	Town Clerk	townclerk@townofwestcliffe.com	783-2282
Carole Custer	Commissioner, Custer Co.	custer@wmv-co.us	783-2552
KRIS LANG	BOCC SEC.	KRIS@CUSTERCOUNTY	
Jim Austin	Commissioner CUSTER COUNTY	Jim@CusterCountyGov.COM	783-2292
Andrew Gleschke	W. Town Trustee	AGLESCHKE@aol.com	783-4689
John B Johnston	W/C Trustee	johu@johnbjohnston.com	783-4689
Joe Cascarelli	W/C Trustee	ctr59537@centurytel.net	970-516-9077, 783-2146
Kristine Borchers	Lake City, DIRT	ed@lakecitydirf.com	
Jerry Keffer	Town man		



Focus Group Sign-In Sheets (Continued)

Sign In 4 PM

Name	Organization	Email	Phone
Kristie Bercher	Lake City DIRT	ed@lakecitydir.com	970-596-9071
LARRY WEBER	SILVERCLIFF	larrywrcs@yahoo.com	719-785-7883
Kathy Boeschstein	SilverCliff	Kathylilb@yahoo.com	
Jim Austin	CUSTER COUNTY Commissioner		
Chris Haga	SilverCliff	Planning Commission	
Mary Behrendt	SilverCliff	"	"
Nora Drenner	SC trustee		
Allen Butler	Mayor SC	butlerco@centurytel.net	719-269-6833
LYNN ATTEBERY	B.O.C.C.	lynn@custoncounty.gov.com	783-2552
Krisa Kay	BOCC see -	KRIS@CUSTERCOUNTYGOV.COM	
SCOTT CHAPMAN	SC TRUSTEE OR JONES THEATER		(429-6804
Rich Loudenberry	SilverCliff Building/Zoning Officer		
Dee Shields	Silvercliff Town Man		
Carole Custer	Custer County		783-0245

Focus Group Sign-In Sheets (Continued)

Karen LeBlonde	Blue Moon Pottery Ranch	719-783-2127
Kristine Boychens	Lake City DIRT	
Fran Hudson	Murciel Bulls & Bris Pants	783-2350
Martha Marris	resident	
ALLAN MILBERGER	JESS DRYWALL & CATERING MILBERGERA @ GMAIL . COM	371-4476
Robyn Wallerich	Sangrita	783-0475
MICHAEL SPENCER	Sangrita	783-4054
Kelli SPENCER	SANGRITA	783-4054
Layne Hovey	FRONTIER KITCHENS 783-9225 layne@frontierkandic.com	
Paul Snyder	Lawyer	783.3089
Jennifer Myers	TRAILS WEST Thrift Store	783-2177
Kerri Smith	Tea Time Tea Room	371-7076
Jacky Brooks Lawrence	Brooks Baskets	719-431-3296
Glenn & Peggy Miller	Miller Automotive	719-783-9694
Don & Lois Redmond	residents of S.C.	783-2807

Focus Group Sign-In Sheets (Continued)

Rene Smith	Tea Time Tea Room	reneeswcp.com	719-371-7076
FRANK HUDSON	MURIED BEECHER	muracrecum.com	719-716-783-2389 2366
Patty & Mike Martinez	Wet Mtn Treasures	patty008@centurytel.net	511-3035
Sue & Lockett Pitman	Sustainable Wayz	sue.pitman@gmail.com	
Ken Hudson	Ken's Rents		719-785-74
Gummy Holloway	Town of Silver Cliff	you have	
Steve Willman	Club America / Sangre de Cristo Gallery	gallery@vis.net	
Peggy P. Willman	Sangre de Cristo Gallery	"	
Carole Custer	Commissioner		783-2552
Bob Souire	Town of Manitou Westcliffe		
Ted Ballard	Custer Co Library	westcliffe	85-915 P
Allen Butler	Mayor Silver Cliff	butlerco@centurytel.net	719 269-6833
Grant Lewinski	Frontier Kitchens	grant@frontierkandi.com	719 783-9225
Kathy Boeschstein	Silver Cliff		
Kathy Reis	Westcliffe		783-2282

Focus Group Sign-In Sheets (Continued)

Presentation

SIGN IN PLEASE

Name	Organization	Email	Phone
Jim Austin	Custer County	Jim@custercounty.gov	
Dee Hoag		dbhenterprises@yahoo.com	
Stephanie Urban		stephanie242@centurytel.net	
PAUL WENKE		PAUL@VALLEYACEHARDWARE.COM	
KRIS LANG	BCC	KRIS@BCC	
Nora Drenner	SC trustee reporter	nora@wetmountaintribune.com	
LYNN ATTEBERY	D.O.C.C.	lynn@custercounty.gov	
Lynn LaGree	WESTCLIFF SUPERVIST.		783-8550
Donna Hood	Chamber of Commerce/A printed view	rdheprintedview.com	783-9100
ANN ROBEY	NON-PROFITS	ann@centurytel.net	783-9044
Marty Frick	Library	martyfrick@hotmail.com	7839138
ALAN MILBERGER	JESS DRYWALL	MILBERGERA@GMAIL.COM	783923
Paul Snyder	RM	wetmountain@centurytel.net	
Donna Poag	Poag's		719-783-4077
Greg Chapman	POAG MAHONEY'S	gregchapmanpoag@yahoo.com	
Nancy	Edward's	Shangan47@gmail.com	35
Matt Built	M Built Realty	matt@wellsbuilt.com	4555
Danna Milberger	Jess Best Catering	jessbestcatering@gmail.com	
Bob Jera	R's IN SILVER CLIFF		783-9300
Bruce Hulboof	Wet Mountain RV	hulboof@live.com	783-2246
Walt Hoag	Schenck Realty		783 9127
Nan LaChapree	Resident		
Larry Weber	TOWN OF SILVERCLIFF	larryweber@yahoo.com	783-9468
Scott Chapman	SILVERCLIFF TRUSTEE		429-6884
Jan Lee	cliffhangersquid.com	jan@mindseyegallery.com	783-4334
Anne Layman		annieb	" "
Glenn + Peggy Miller	Miller Auto + More	millerautoandmore@yahoo.com	783-969

Focus Group Sign-In Sheets (Continued)

Sign In 5:30 PM

Name	Organization	Email	Phone
Gary & Janice King	The Village Shop		783-2541
Dean Canterbury	United Country Wapiti Realty		783-9052
Donna L Hood	Chamber of Commerce/Pres, A Painted View Land Custom Co 2020 -	rdh@apaintedview.com	783-9100
Grant Lewinski	Frontier Kitchens and VP Chamber of Commerce	grant@frontierkitchens.com	719-783-9225
Vicky Holstad	Custom Prop Services - Valley View mobile & RV		783-9321
Matthew Burt	Matthew Burt Realty	matt@mattheburt.com	4888
Ann Robey	several non-profits including CLUB AMERICA WMV	annrobey@centurytel.net	783-9044
NAIANE ROBEY	OUTDOOR BUDDIES, INC	JROBEY@CENTURYTEL.NET	783-9044
Janice L. Oakhill	NORA'S FABRICS and FIBERS	norasfabrics@gmail.com	783-2494
Eleanor (Nora) Oakhill			
David Purnell	D.P. Properties Inc. S. Karstone 104 Main St.		783-2415
Paul Wenke	Paul & Valley Ace Hardware		783-9054
Jan Lee	Reprint Creative - Cliff Hangers Guide, Hospital District Round Mountain	jan@mindsqallery.com	783-4534
Dee Hoag	db enterprises		783-0237
Patty & Mike Martinez	Wet Mountain Treasures	patty008@centurytel.net	783-2389
Chris Rash	Jess Prywall Jess Best Catering	crashinco@yahoo.com	371-0604
Gregory Chapman	Chapman / Pacy Mahone's Irish Pub	gregchapmanpags@yahoo.com	
Kelonna Stico	Pacy Mahone's Irish Pub		719-783-4077 719-785-40
Gregory Stico	City		783-3356
Dean Emmis	Ex Take A Hike	(719) 783-0110	
ROD THORNBURG	TAKA A HIKE	(719) 783 3771	
Stephanie Urban	Ranchers Roost Cafe	719 783-2147	
Wain-Edwards			783-9047
DAVID TONSONG	WESTERN STAR CENTER	dtsonsing@ridgeviewtel.us	269-2786
Jim Austin	Carly's Coffee Shop	2nd st	>



Appendix XXX: Agenda

Time	Agenda	Attending	Location
May 10			
11:00 AM	Orientation/Tour (Westcliffe & Silver Cliff?)	Town Administrator & Planner	Cliff Lanes
12:00 PM	Lunch with Staff, Trustees, and County Commissioners (Westcliffe)	Town Staff/Trustees, County Commissioners	
1:00 PM	Focus Group Meeting 1 (45 Min)	Town Staff/Trustees, County Commissioners, Planning Commission Members	Cliff Lanes
2:30 PM	Focus Group Meeting 2 (45 Min)	Service Providers. County Planning Department, Library District, Fire Protection District, Parks District, School District	Cliff Lanes
4:00 PM	Lunch with Staff and Trustees Commissioners (Silver Cliff)	Town Staff/Trustees & Planner	Silver Cliff Senior Center
5:30 PM	Focus Group Meeting 3 (45 Min)	Business Community/Groups Chamber of Commerce, Main Street, Business Owners at large. Merchants.	Cliff Lanes
6:30 PM	Focus Group Meeting 4 (45 Min)	Residents, community members at large.	Cliff Lanes
9:00 PM	Team de-brief		Cliff Lanes
May 11			
8:00 AM	Working Breakfast - Recap Issues and Recommendations		
9:00 AM	Team brainstorm recommendations by town		Cliff Lanes
12:00	Individual interviews/Follow-up interviews	Businesses, residents, etc.	Cliff Lanes
2:00PM	Draft presentation points by town		Cliff Lanes
4:00 PM	Draft report sections		Cliff Lanes
6:00 PM	Dinner		
8:00 PM	finalize presentation/power point		Cliff Lanes
May 12			
8:00 AM	Working Breakfast - Action Plan Development		
12 Noon	Working Lunch Delivered - Team Members & Final report		
2:45 PM	Meet with client to review	Town Administrator & Planner	Cliff Lanes
5:30 PM	Reception/Presentation	Invite ALL participants and town	Cliff Lanes

Appendix XXXI: Team Member Bios

Kristie Borchers

Executive Director – Lake City DIRT

Kristine Borchers is the executive director for Lake City DIRT and has overseen the Main Street program there for the past three years. The community of Lake City has followed the four-point Main Street approach for six years and seen solid progress in economic revitalization, aesthetic improvements, and leverage of resources. Born in Florence, Kristie lived briefly in Canon City, moved to the San Luis Valley as a first-grader and attended one year at Adams State College. She left Colorado for five years to the rainy (but beautiful) Pacific Northwest and returned with a Bachelors degree from Oregon State University in Natural Resource Communication and a husband (Ryan) in tow. She worked for the Forest Service for ten years – in Creede and Durango – as an interpretive and conservation education specialist before moving from Mancos to Lake City. Husband Ryan, two children (Izaak, age 10, and Sophia, age 9), two dogs (Sparky & Rusty - both rescued-dogs from the Navajo Reservation), one cat (Chitty-Chat the Hiker Cat), and one new beta fish (Rainbow who has thankfully survived sporadic feedings) keep her busy in her spare time going hiking, camping, rafting, and skiing. Kristie Borchers participated in the 2008 Colorado Leaders program and Lake City DIRT received a 2009 Governor’s Award for Best Downtown Management from Downtown Colorado Inc. As in all small towns, she wears too many hats – working for DIRT and as a grant-writer for the Arts Center, the Medical Center, and Hinsdale County – and volunteers on the Lake Fork Valley Conservancy board.

Katherine Correll

Executive Director – Downtown Colorado, Inc.

Katherine joined Downtown Colorado, Inc. in 2006 and has served as the Executive Director since 2007. Under Katherine’s direction the organization has restructured the Colorado Main Street state coordinating program for economic development through historic preservation and created the Development & Improvement District (DIDs) program to support urban renewal, downtown development authorities, and business improvement districts. Born and raised in Denver, Colorado, Katherine has worked on organizational development and program management including building viable and sustainable private, public, and non-for-profit institutions and programs. Prior to her current position, Katherine managed the American Councils’ portfolio for the Republic of Moldova, focusing on building civil society initiatives, education, and public administration reforms, and managing a American Language Center, language and professional training school. Katherine received her Master’s Degree in Public Administration from Rutgers University and her Bachelor’s Degree in Politics with a Minor in Urban Studies from New York University.

Christy Culp

Community Development Specialist – Department of Local Affairs (DOLA)

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 out reach 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.



Team Member Bios (Continued)

Deb Downs

Regional Manager - Department of Local Affairs (DOLA)

Deb has been the South Central Colorado Department of Local Affairs (DOLA) regional manager for almost 18 years and has worked in various capacities for the Department for 25 years. She has extensive experience in the field of Community Development in rural Colorado. Deb's areas of expertise include working with local, state and federal partners in developing and implementing community development projects and programs in her region of the state. She provides both technical and financial assistance to communities and helps develop and manage programs that are beneficial to rural Colorado. A lifelong resident of Colorado, raised in the small community of Victor, Deb has a Bachelors Degree from Colorado College in Business Administration.

Bill Gray

Department of Local Affairs (DOLA)

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.

Lauren Howell

Landscape Architect – Colorado State University Community Technical Assistance Program

Ms. Howell has helped design and illustrate conceptual master plans, sections and perspective drawings, solve design problems, manage project schedules, lead design charrettes, and conduct presentations. She has managed a variety of projects including public parks, downtowns, xeriscape gardens, and trails. She also completed a landscape architecture tour in Italy and France.

Michael Hussey

Nolte Engineering

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 responsibil-

Appendix XXIX: Team Member Bios (Continued)

ities 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.

Jamie Licko

Centro

Jamie Licko is the founder and president of Centro. She launched the firm after previously serving as Executive Director of the Cedar Rapids Downtown District – a downtown management organization in Cedar Rapids, Iowa – and later as an associate for a national downtown and community development consulting group. She has assisted clients in more than 35 cities and a dozen states across North America. Jamie has extensive experience in the development of public/private partnerships to advance the growth of city centers and urban neighborhoods. She works closely with communities and neighborhoods on initiatives to strengthen their economic sustainability through planning and the creation and implementation of community development strategies. Jamie currently serves as a member of the International Downtown Association Board of Directors and actively volunteers for Downtown Colorado Inc. – a statewide revitalization program providing guidance to Colorado communities to develop public/private partnerships to advance their growth. She’s a frequent author and speaker on creative community development initiatives and is recognized as a thought leader on the challenges and opportunities facing our city centers as new generations emerge.

Carrie McCool

Principal/Founder - McCool Development Solutions, LLC

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 wherein 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 actions 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.

Jesse D. Silverstein

Colorado Brownfields Foundation

Jesse Silverstein is Executive Director of the nonprofit Colorado Brownfields Foundation based in Jefferson County, Colorado. Jesse has extensive experience in preparing real estate market studies, financial analysis, and fiscal impact analysis for a variety of public-private redevelopment and urban renewal projects. Mr. Silverstein’s experience includes positions as partner with Development Research Partners economic consulting, Director at Equitable Real Estate Investment Management, and Chief Appraiser for the Resolution Trust Corporation (FDIC) in Washington, D.C. He is past President of the Denver Association of Business Economists and has authored brownfields articles in various local and national publications. Mr. Silverstein holds a Bachelor’s Degree in Economics from the University of Delaware, a Master’s Degree in Economics from the University



Team Member Bios (Continued)

of Colorado at Boulder, and has an MAI professional designation in commercial real estate analysis from the Appraisal Institute. Appointed by Governor Ritter, Jesse serves as a member of the Colorado Petroleum Storage Tank Committee.

Genevieve Zeman

Preservation Specialist

Genevieve Zeman graduated with a Bachelor of Science in Interior Design from Colorado State University in May of 2009. She been an active member of the American Society of Interior Designers and served as a board member for 3 years. She has also recently been an active volunteer for DCI. She is very passionate about sustainable design practices and obtained LEED Accreditation in June of last year. Genevieve was a interior design intern at Department of Local Affairs for two years helping local governments set goals, make decisions, and create conceptual designs to meet the needs and vision of the local communities. My most recent project was creating conceptual facade designs for Lamar, CO. In order to create a cohesive downtown atmosphere, I suggested reviving the historic buildings they already had, while adding architectural details to the facades that lacked them. I hope to continue to work in commercial design assisting the wonderful communities throughout Colorado.

Appendix XXXII: PowerPoint Presentation

Community Revitalization Partnership Program



May 10-12, 2010




Sponsored by the Colorado Department of Local Affairs working in partnership with Downtown Colorado, Inc. and the Towns of Westcliffe and Silver Cliff.

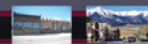
This program is partially supported by the State Historical Fund.

CLIFFS' COMMERCIAL DISTRICT


Participating Stakeholders



- Town of Westcliffe and Silver Cliff Elected and Appointed Officials and Staff
- Custer County Commissioners
- Custer County Area Merchants & Chamber of Commerce
- Custer County School
- Area Non-Profits
- West Custer County Library District
- West Custer County Hospital District
- Wet Mountain Valley Fire Protection District
- Wet Mountain Tribune
- Business Owners
- Residents

CLIFFS' COMMERCIAL DISTRICT


Team Members

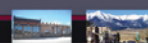
- Kristie Borchers, Lake City DIRT
- Katherine Correll, Downtown Colorado, Inc
- Christy Culp, Department of Local Affairs
- Deb Downs, Department of Local Affairs
- Bill Gray, Department of Local Affairs
- Lauren Howell, DOLA/CSU
- Michael Hussey, Nolte Engineering
- Jamie Licko, Centro
- Carrie McCool, McCool Development Solutions
- Jesse Silverstein, Colorado Brownfield Foundation
- Genevieve Zeman, Downtown Colorado, Inc



CLIFFS' COMMERCIAL DISTRICT



Downtown Colorado, Inc. (DCI)

<u>Advocacy & Information</u>		
Membership		
<u>Education</u>	<u>Services</u>	<u>Programs</u>
Annual Conference	Downtown Assessment Visits	Development & Improvement Districts Program
Issue Forums	On-Site Training/Discussions	Main Street Program
Downtown Institute		

CLIFFS' COMMERCIAL DISTRICT


Main Street Four Point Approach

ORGANIZATION

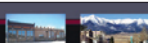


DESIGN

PROMOTIONS

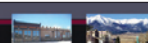
ECONOMIC RESTRUCTURING

National Trust for Historic Preservation Main Street Center

CLIFFS' COMMERCIAL DISTRICT



Colorado Main Street

<u>Admin</u>	<u>Education</u>	<u>Services</u>
Quarterly Reporting	Downtown Institute	On-site Training for Org., Design, Econ. Restructuring, & Promotions
Year End Reporting	DCI Annual Conference	Architectural Assistance
Statistics	Hosting Options	Request-Specific Assistance
Year End Assessment	Complimentary Registration	

CLIFFS' COMMERCIAL DISTRICT




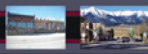
PowerPoint Presentation (Continued)



Silver Cliff & Westcliffe Focus Group Observations

- Rich history
- Beautiful views and environment
- Very friendly people
- Enthusiastic community
- Great festivals
- Strong history of volunteerism and fundraising in the community
- Dedicated and focused community groups
- National Forest – waterfalls, lakes, mountains
- Great restaurants
- Retirement Community backbone of non profits
- Not always business friendly
- Community divided: pro growth/anti growth
- Seasonal economy
- Lack of events in the winter
- Inconsistent communications
- Failure to market the natural resources
- Parking issues during events

CLIFFS' COMMERCIAL DISTRICT





ORGANIZATION

Observation: There is lack of clear vision, communication, and coordination to outline the activities and services in the Cliffs' Commercial District.




- Determine one point of contact and vision for the Cliffs' Commercial District.
- Develop clear communications between businesses, government, non-profits, and residents. Create a community e-newsletter that lists community meetings, events, and updates.

CLIFFS' COMMERCIAL DISTRICT





ORGANIZATION

- Designate an organization, e.g. the Merchant and Chamber of Commerce (CCMC) to lead a task force to coordinate all organizations, events, & activities in downtown, create materials that explain the benefits and activities of the chamber.
- Utilize the Wet Mountain Non-Profit Collaborative/Wet Mountain Community Foundation groups to manage a facilitated discussion of all organizations to consolidate and reduce duplication in accessing resources. Use an outside facilitator.




CLIFFS' COMMERCIAL DISTRICT



Stakeholder Analysis

Stake holder	Interest	Support (Y/N)	Import (1-5)	Contribution	Approach
Local Gov't	Econ Dev	Y	5	Communications & Funding	Formal: Presentation to Town Council
Churches	Ability to pursue grants	Y	3	Info Distribution & Volunteers	Informal: Flyers and email Invitations
Non-Profit	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

CLIFFS' COMMERCIAL DISTRICT





ORGANIZATION

Observation: There are opportunities to better utilize resources in the Cliffs' Commercial District.

- Consider stronger enforcement of sales, use, and lodging tax to expand the amount available for the Cliffs' Commercial District marketing. Re-assess use of the lodging tax money to create a stronger PRODUCT to market.
- Consider consolidating/sharing services to reduce duplication and conserve resources.
- Consider fundraising for improving the Cliffs' business support organization.




CLIFFS' COMMERCIAL DISTRICT


ORGANIZATION

Observation: Diversifying volunteers and projects may re-energize Cliffs' Commercial District leadership.

- Create a Junior Cliff Program to engage youth. South West Youth Corp (SCCORPS.org) is a great resource.
- Challenge the high school, garden club, the theater club, etc. to take on a downtown improvement or maintenance project.
- Consider a youth business program.
- Develop community-wide volunteer recognition celebrating each organization's volunteers.



CLIFFS' COMMERCIAL DISTRICT




PowerPoint Presentation (Continued)

Volunteer Identification

Person	Skill	Fund-raising	Account-ing	Graphic Design	Mark-eting	Writing	Legal Expertise	Public Speaking
Ben						x	x	
Rhonda					x	x		
John							x	x
Karl	x			x				
Jane Miller			x					x
Sharon	x	x						
Bradley			x					


CLIFFS' COMMERCIAL DISTRICT



PROMOTIONS

Observation: A well-established identity and message will improve the effectiveness of marketing to locals, visitors, and investors interested in the Cliffs' Commercial District.

- Initiate a branding process to develop an identity for Cliffs' Commercial District. Utilize Cliff Hanger's online magazine to build and develop a linked or consolidated website. Utilize social media tools.



Develop Cliffs' Commercial District information packets with map including all downtown businesses for all hotels, event venues, chamber office, and Forest Service office.

CLIFFS' COMMERCIAL DISTRICT



PROMOTIONS



- Create a clearing house of information about what is happening in Cliffs' Commercial District for print and online distribution.
- Consider corporate sponsorship for increasing funds raised from events. Contact Cliff Bar.
- Package and market existing businesses to target audiences (veterans, kid-friendly, etc.)

CLIFFS' COMMERCIAL DISTRICT




PROMOTIONS

Observation: The two communities could better capitalize on the natural beauty and amenities at their doorstep


- Work closely with Forest Service and Bureau of Land Management to better market natural resources, Byways, etc.
- Develop messages for Veterans, Department of Corrections Officers, etc. for outdoor activities.
- Bring people up the hill with "Climb the Cliffs on Friday Nights" and Cliffs' Community Yard Sale.
- Outfitting businesses and outdoor enthusiasts – develop materials highlighting trails, sports, and other opportunities e.g. orienteering. Concentrate efforts on winter activities.

CLIFFS' COMMERCIAL DISTRICT



PROMOTIONS

Observation: Developing community objectives for events will help to maximize on impacts for the communities and businesses year round.



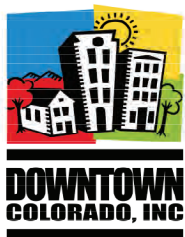
- Conduct an analysis of all events, develop strategic objectives, and ensure that events are meeting some objectives.
- Ensure a year-round schedule with emphasis on developing shoulder seasons.
- Include a retail component for each event.
- Business should maintain regular and expanded business hours.

CLIFFS' COMMERCIAL DISTRICT

Strategic Event Matrix

Event	Objective	Historic Accent	Kids	Downtown	Retail Component !!!	Fund-raising	Food & Music
Route 66				x			x
Mining/Heritage Days		x		x		x	x
Tractor Pull			x				x
4th of July			x				x
Hay Fever Bluegrass						x	
Historic Ghost Walk		x		x			

CLIFFS' COMMERCIAL DISTRICT



PowerPoint Presentation (Continued)

Strategic Event Calendar

Event	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sept	Oct	Nov	Dec
In Concert				X								
HS Art Festival					X							
Heritage Day						X						
4 th of July							X					
Square Dance								X				
NEW Veteran's Celebration											XX	

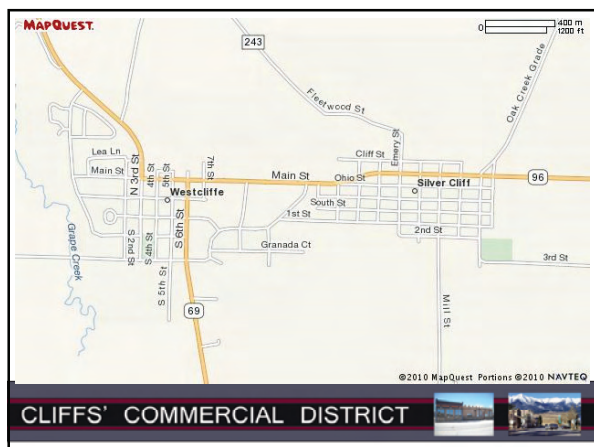
CLIFFS' COMMERCIAL DISTRICT

ECONOMIC RESTRUCTURING

Observation: Your Towns should function as your extended living quarters, your home outside your home

- Promote community pride in look and feel; should be warm and inviting
- Think of Westcliffe as a living room and Silver Cliff as a family room
- Not a matter of growth vs. no growth, but rather How do we make our community inviting to visitors and potential residents?
- In long-term, visitors and second-homers will become permanent residents
 - they are economic development
 - they support strong nonprofit and community development support

CLIFFS' COMMERCIAL DISTRICT



ECONOMIC RESTRUCTURING

Observation: Consider a Vacant Properties Campaign to address underutilized property

Area-wide planning-

- Take advantage of transportation routes (to/through; in-town activity centers)
- Consider how land uses support each other: commercial, retail, service, & industrial, cultural assets

Business development climate-

- Property inventories (identify assemblage opportunities)
- Design standards/guidelines
- Zoning & Ordinances
- Public-private partnerships to access grants, funding, technical assistance

CLIFFS' COMMERCIAL DISTRICT

Locational Advantages

- Transportation routes
- Cultural assets
- Industry Assets
- Land assets
- Properties for sale

CLIFFS' COMMERCIAL DISTRICT

ECONOMIC RESTRUCTURING

Observation: Sustainability should be considered as guiding principal for property reuse

Sustainable reuse-

- Environmentally friendly deconstruction/renovation (Be aware of asbestos, other industrial remnants)
- Recycle building materials
- Energy efficiency in renovation and rebuilds

Renewable energy-

- Integrated into existing and new buildings
- Consider locally generated/locally used energy; a town off the grid
- Old landfill near town could be renewable energy park; near rodeo, town

CLIFFS' COMMERCIAL DISTRICT

PowerPoint Presentation (Continued)




ECONOMIC RESTRUCTURING

Observation: There is a need for the towns to communicate and connect with businesses.

- Each town should develop and distribute "business friendly town" packet materials on services for new and existing businesses – incorporate programs from towns, county, library, school, etc.
- Create similar business incentive policies so not to compete.
- Hold monthly, informal, topic-based "Cliff Chatter" meetings to share information and get input from businesses. Include town/county and Chamber updates through e-newsletter to businesses.



CLIFFS' COMMERCIAL DISTRICT  



ECONOMIC RESTRUCTURING

Observation: Business attraction efforts would be improved by enhanced information.

- Conduct market research to identify potential businesses and a diversity of products.
- Evaluate location neutral business development opportunities.
- Explore opportunities for pharmacy delivery from a regional pharmacy.
- Assess the impacts of outdoor recreation business expansions.

CLIFFS' COMMERCIAL DISTRICT  



ECONOMIC RESTRUCTURING


Observation: Residents of the two communities purchase most of their goods "down the hill" and many of the businesses do not feel the community supports them.

Develop a shop local campaign that makes clear the:

- benefits of spending locally,
- products available locally,
- a rewards system for local spending, and
- a collaborative marketing initiative.





CLIFFS' COMMERCIAL DISTRICT  




ECONOMIC RESTRUCTURING

Observation: Training and education could significantly improve the business environment in the Cliffs' Commercial District .

- Develop trainings with and for businesses to enhance internet presence, consistent hours, improve merchandizing.
- Provide basic customer service and hospitality training for employees.
- Encourage the library and chamber to re-introduce the business planning and entrepreneurs training by the Small Business Development Center.



CLIFFS' COMMERCIAL DISTRICT  




ECONOMIC RESTRUCTURING

Observation: Training and education could significantly improve the business environment in the Cliffs' Commercial District .

- Develop and conduct annual training for community reviewing the various levels of government, their representative entities, and how each interacts with one another and the community.
- Junior Cliff's Business training for high school students.
- Utilize library and school rooms for economic development and business development education.
- Engage property owners in energy tracking and reduction initiative.



CLIFFS' COMMERCIAL DISTRICT  

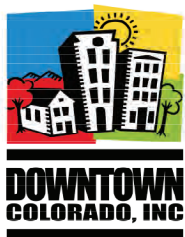


DESIGN


Observation: The Cliffs' Commercial District appearance doesn't impart the feeling of pride reflective of the citizens' attitude.

- Challenge the Cliffs' Commercial District to develop a pride statement & enhanced beautification project. Identify affordable beautification techniques such as banners, flower boxes, etc.
- Create positive incentives to encourage property owners to improve private properties.
- Adopt a pride, health, and safety ordinance. Build in processes and tools to identify & abate blight conditions.
- Develop a window display contest with historical scenes of the area designed by students.
- Consider grants for façade improvements and or revolving loan funds.

CLIFFS' COMMERCIAL DISTRICT  



PowerPoint Presentation (Continued)

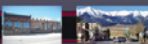


DESIGN

Observation: There is no combined vision for the social, economic, and physical improvements of the entire business district.

- Work cooperatively to create and implement a sub-area plan for the Cliffs' Commercial District as an element of each town's Master Plan to include parking, land use, market analysis, signage, design guidelines, infrastructure improvements (storm drainage).
- Amend land use regulations to implement vision.
- Consider mixed-use zoning, design guidelines, & overlay districts. Light industrial zone district designations should be off the commercial district corridor.
- Complete a combined streetscape design for the whole district.

CLIFFS' COMMERCIAL DISTRICT




DESIGN

Observation: Silver Cliff needs an event and commercial node that can serve as the eastern anchor of the district.

Remove the former cement plant and other blight and create a mining interpretive park using public/private partnership at the Silver Cliff mine. Include features such as:




- Amphitheater where small events/attractions could be held.

Park can also serve as south terminus of new commercial/activity node along Mill Street that would extend to either side of Main Street.

CLIFFS' COMMERCIAL DISTRICT



Sample Commercial Façade




CLIFFS' COMMERCIAL DISTRICT



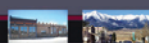

DESIGN

Observation: There is a lack of public gathering places within the Cliff's Commercial District that encourage people to shop, eat and play there.

- Designate a commercial/service node at Hermit Lane and Main Street.
- Designate event nodes at the Festival site in West Cliff and the Silver Cliff mine interpretative park site in Silver Cliff.



CLIFFS' COMMERCIAL DISTRICT




DESIGN

- Develop event parking plan to encourage visitors to walk through the commercial district (i.e., Bluegrass Festival, 4th of July, etc.).
- Enhance existing pocket park (i.e., build a gazebo, retaining wall for expansion)
- Explore opportunities for pocket parks/gathering places for small events in the Commercial District.



CLIFFS' COMMERCIAL DISTRICT




DESIGN

Observation: There is a need for pedestrian connections from Main Street to area parks, trails, historic resources.

Designate trail connection from Main Street to area parks, trails, and historic resources.

Observation: There are no provisions for pedestrians along Main Street in Silver Cliff.

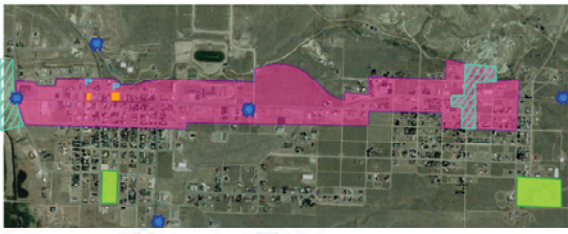
Formalize plans and acquire funding to install sidewalks, street trees, curb and gutter, pedestrian level lighting along Main Street within Silver Cliff.



CLIFFS' COMMERCIAL DISTRICT



PowerPoint Presentation (Continued)



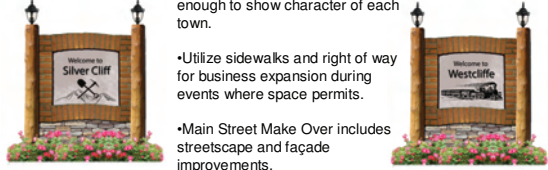
● Signage ■ Town Park ■ Commercial District
■ Activity Node ■ Pocket Park ■ Additional Parking

CLIFFS' COMMERCIAL DISTRICT

DESIGN

Observation: The image of the Cliffs' Commercial District is inconsistent.

- Develop brand for Cliffs' Commercial District consistent and appropriate with signage for gateways, directional, parking, and pedestrian usage and distinct enough to show character of each town.
- Utilize sidewalks and right of way for business expansion during events where space permits.
- Main Street Make Over includes streetscape and façade improvements.



CLIFFS' COMMERCIAL DISTRICT

DESIGN

Observation: Cohesive signage and street lighting would assist in identifying parking, businesses, gathering spaces, and other amenities.



CLIFFS' COMMERCIAL DISTRICT


DESIGN

Observation: Not all the historic preservation assets along the commercial corridor are being utilized.

- Continue working with regional partners for planning and long range vision.
- Utilize the organizational recommendations to form a group to work on preservation.
- Access State Historical Fund money to conduct an inventory of historic buildings in the Cliff's Commercial District.
- Use heritage tourism and preservation as ECONOMIC DEVELOPMENT because it improves your product!

CLIFFS' COMMERCIAL DISTRICT

Grandma's House

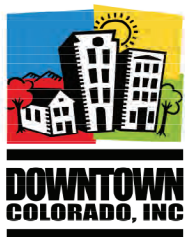


CLIFFS' COMMERCIAL DISTRICT

Grandma's House Renovation



CLIFFS' COMMERCIAL DISTRICT



PowerPoint Presentation (Continued)

Grandma's House Activation



CLIFFS' COMMERCIAL DISTRICT

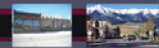


NEXT STEPS

FUNDING MECHANISMS

- Grants
- Techniques
- Fundraising
- Detailed list in the report!

CLIFFS' COMMERCIAL DISTRICT



NEXT STEPS

ACTION MATRIX

Time	Task	Measure of success	Initiator	Partners
1-3 M	Town Council should declare Main Street a priority.	Adopt a mission statement for improving downtown.	Town Board	Businesses, Chamber, School, hospital
3-6 M	Chamber or other Business association should begin implementing priorities set by visioning committee	Monthly reports to Visioning Committee on progress, Work plans for implementation	Chamber or business association	Visioning Committee

CLIFFS' COMMERCIAL DISTRICT



Downtown Colorado, Inc.
 240 S. Broadway, Ste 201
 Denver, CO 80209
 t. 303.282.0625, f. 303.282.0658
www.downtowncoloradoinc.org

CLIFFS' COMMERCIAL DISTRICT

