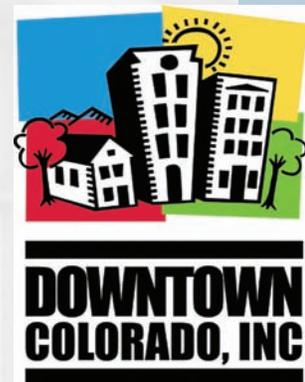




NOVEMBER 1-2, 2010



*Building better communities by providing assistance to downtowns, commercial districts and town centers in Colorado through education, advocacy, information and collaboration.*



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## INTRODUCTION

Community Revitalization Partnership (CRP) Program Sponsored by the Colorado Department of Local Affairs (DOLA) working in partnership with Downtown Colorado, Inc.(DCI) and the City of Delta.

This program is partially supported by the State Historical Fund and the USDA Rural Development.

Welcome to the downtown assessment for the Colorado community of Delta. Colorado communities have the opportunity to apply for assistance through the Community Revitalization Partnership (CRP) program, a collaborative program between the Department of Local Affairs (DOLA), Downtown Colorado, Inc., the state's non-profit Main Street affiliate, and the local community.

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

## EXECUTIVE SUMMARY

The City of Delta contacted DCI and DOLA to conduct a Community Revitalization Partnership (CRP) visit to examine its Main Street. The city is in the process of creating an alternate truck route to help alleviate the traffic through its downtown along Main Street, currently state Highway 50. The city is hopeful that the bypass will allow Main Street to become a more pedestrian friendly environment and bring renewed interest to the historic downtown area.

With recommendations made through the CRP program, the City of Delta will be able to better capitalize on the various opportunities presented by the bypass. The recommendations will help Delta reactive its downtown through noted partnerships, design implementation, funding options and historic preservation practices.

## BACKGROUND INFORMATION

The City of Delta, gateway to the Gunnison River Valley, is located in a wide valley in western Colorado between Grand Junction and Montrose at the confluence of the Uncompahgre and Gunnison Rivers. Delta's geographic location and lush agricultural land has been attracting inhabitants for over millennia.

Evidence suggests that the area's first inhabitants were the Fremont People, a prehistoric hunting and gathering culture that began to cultivate crops such as corn squash and beans. Near 1200 A.D. the Fremont People no longer inhabited the region and eventually the Ute People were drawn to the bountiful region. The Utes, an American Indian tribe, remained the primary inhabitants until they were forcefully removed to Indian reservations in southwest Colorado and northeast Utah in 1881.

The Dominguez Escalante Expedition came through the Uncompahgre Valley in 1776, passing just South of Delta in search for a route from Sante Fe to California. By the 1830's a French trading post was established approximately 5 miles west of Delta by Antoine Roubideau. The trading post was established to ship hides and pelts back to the East Coast and Europe and was called Fort Uncompahgre.

Early Anglo settlers also recognized the beneficial agricultural opportunity of the region. Water was diverted from the Gunnison and Uncompahgre Rivers through an extensive irrigation system of ditches and canals which supported the booming agricultural industry. The introduction of Railroads in 1890 further supported the industry by providing easy access and transportation to local growers. The Railroads also allowed coal mining to become a significant industry for the city. Today upper valley coal mines ship coal by rail through Delta.

The City was incorporated on October 24, 1882 as Uncompahgre and had a population of 470. The name was later changed to Delta because of its location on the delta of the Uncompahgre and Gunnison Rivers. Raising livestock was another important industry for Delta. In the early 1880's the land was free range and by 1887 a select number of fences were added.

Today ranching, agriculture and mineral extraction are still the biggest industries in the region. With a population of approximately 9,000, the City of Delta is the largest community in Delta County and boasts an array of recreational and cultural opportunities.

## PARTICIPATING STAKEHOLDERS

- Bureau of Land Management
- Business Owners
- Chamber of Commerce
- City Council
- City Staff and Department Heads
- Civic/Non Profit Organizations
- CO State Parks
- Commercial Property Owners
- Community members at large
- County Commissioners
- Delta County Economic Development (DCED)
- Durable Medical Equipment Providers
- Home Health Care Providers
- Hospice Care Providers
- Library District
- Long Term Care Providers
- Municipal Planning Department
- Residents
- Tourism Council
- Trails Group
- US Forest Service

## OBSERVATIONS

The following observations were made in focus groups after the first full day of team research. A list of people attending the focus groups is available in the Appendices of this report.



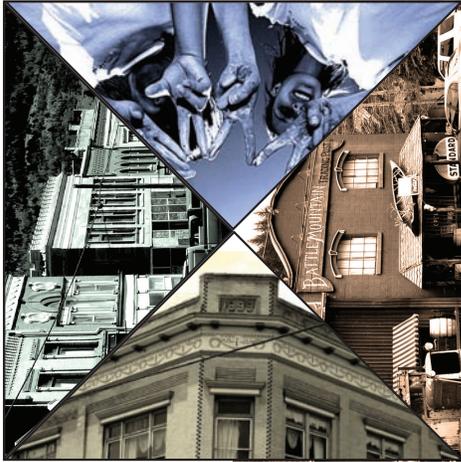
### Positive:

- The cultural and recreation department has been very successful with their mural and sculpture programs
- The flower program is a much celebrated aspect of Main Street
- The recreation center is a draw for the region.
- Delta has many historic buildings a number of which are designated and surpass many of the neighboring cities in the county
- Delta is the county seat and has the most retail in the county
- City has a history of strong collaboration with proven results
- The city has established celebrations that include Pow Wow, Deltarado Days, Block Party
- The City has a number of third and fourth generation businesses
- Outdoor recreational draw
- Library is a community center and resource for community
- Safe, good community
- All American City
- Willing and motivated business community

### Negative:

- The City is not a destination, but rather a gateway or pass through
- The relationship between local business and the City has deteriorated
- There remains a number of absentee building owners on main street
- Boundaries of Main Street are not clear, where does it begin and end?
- Lack of SAFE parking along main street
- Downtown sales staff needs to be educated on local resources
- Service clubs lack signage and visual presence
- Less people are moving into the area
- There are not enough high-income jobs and there are few opportunities for recent college graduates

# organization promotion design economic restructuring



## REPORT STRUCTURE AND FOUR POINT APPROACH

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

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

(2) *Promotion* – Creating and marketing a positive

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

(3) *Design* – Enhancing the unique visual quality of downtown by addressing all design elements to create an appealing environment. Good design is essential to all aspects of downtown revitalization. The Main Street design philosophy is rooted in historic preservation and seeks to use and enhance those elements of quality design which remain in our communities. Neglect and misguided improvements may have taken a toll on the appearance of downtown, affecting its perceived economic potential. Renovated facades and creative merchandising displays, appropriate landscaping and public improvements are all part of downtown's long-lasting visual appeal and a well-functioning physical environment.

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

## IDENTITY & MESSAGING

Many communities struggle to find their own unique niche. What makes one downtown different from another and how those unique differences are capitalized on is a key element to promoting any community, and it's no different for your community. Knowing the true identity of your downtown and your community, and finding ways to effectively communicate and build on that message with your unique audience is a key element to the success of your commercial district. Success will occur when you learn to gently guide the change in perception through strong connections with your audience, consistency (and persistency!), and the patience to find a message and stick with it.

**Observation:**

There is a lack of formal communication vehicles for both internal and external markets. While residents and businesses stay informed through word of mouth, this is not an effective means of transmitting important information. Community members and businesses do not have one place that they can access information about town happenings, events, new policies, etc. They also do not have a formal means of providing feedback to town officials aside from one-on-one communication.

**Recommendation:**

Formal communication channels need to be developed to not only provide information but also to receive feedback from the community and visitors. The town, chamber, recreation center websites, public venues and local media need to be better utilized to publicize events, public meetings and news.

**Observation:**

There is no identified unified vision for Delta, and the community must identify who you want to be in the future. During the focus groups, discussion looked Delta in relation to the County and other communities in the region. There is a clear need to differentiate Delta as a community. A common theme was that Delta is the economic and service area of the county. Delta provides many of the necessary services that other communities do not. The city must use the wealth of natural amenities, the high level and quality of services, and the central leadership role in the county to foster a positive vision and plan for a vibrant and healthy downtown Delta.

Merchants were all over the board when asked “What types of businesses do you think should be recruited...” The list included primary industry, quaint shops, youth services/activities, upscale shops, art galleries, entertainment, inexpensive clothing and shoes. In addition they did not have one mind about what the identity of Main Street should be. The list included old west, nostalgic, murals.

**Recommendation:**

Delta needs to conduct a community visioning process to determine their current and future identity and guiding values. This visioning process will help to identify what makes Delta unique, what principles are important to you and how you would like to develop in the future to capitalize on those assets. This effort will help to establish a strong foundation from which they may implement any branding, promotional and business development/recruitment efforts.

- Conduct community visioning and branding process. Assemble a steering committee of broad community interests to lead this effort. Hold facilitated public meetings and provide other means of public input to obtain feedback. Use this information to decide with certainty who Delta is and what you stand for.
- Focus efforts on building awareness, visual identity, and programming specific to downtown Delta. All local promotional/tourism efforts focus on either the county or the region as a whole and none specifically address Delta. Promotional efforts and materials need to be focused on Delta specific businesses and assets to set it apart from other towns.
- Develop connections between organizations. Connect the organizations and businesses through website, materials, and a summit to clarify roles and mission within the county. The county organizations do not currently have a formal channel of communication and exchange of information. This would allow these organizations to better utilize the limited available resources and decrease duplication of efforts.
- Streamline Delta business and development processes. It is currently considered difficult to navigate the business start up process. The Town and economic development community should create user friendly business development materials, identifying steps necessary to start a business and in the permitting process. This should include information on business resources for existing businesses and also feature the amenities of living and working in Delta.





## ORGANIZATION

The first section will look at Organization which includes developing collaboration, volunteer recruitment and management, fund-raising for the organization, and developing operational strategies. Organization involves getting everyone working toward the same goal and assembling the appropriate human and financial resources to implement a downtown revitalization program. The three principle components of organization are:

- Public and media relations;
- Volunteer development; and
- Fundraising.

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

Notwithstanding this fundamental description of a typical downtown organizational structure, numerous variations exist throughout the country and are driven largely by local circumstances. In some towns, for example, the Chamber of Commerce is strong enough to add an organizational component designated to focus on the downtown. Consider developing some form of district to dedicate resources and focus on downtown.

Regardless of the organizational structure chosen, one overriding factor is demonstrated time and again in communities undertaking a program of downtown revitalization—without first creating and developing a solid organizational component to oversee and manage the process, and despite the best intentions of all concerned, the program rarely accomplishes the desired outcomes and most often fades away before anything has a chance to succeed.

Given these realities, we cannot overemphasize the importance of placing organizational development among the highest priorities of early revitalization

activities. Most, if not all, of the recommendations in this report are made within the framework of this understanding.

### **Observation:**

Historically, the City used a portion of the sales tax collection to fund improvements in downtown. Business owners and the City have identified a desire to work collaboratively to continue to improve the appearance of downtown, promote downtown businesses, and provide enhanced business services. However, the community doesn't have a dedicated source of funds to support small business and the downtown area.

### **Recommendation:**

If allowable by City Charter, the City could consider creation of a per room lodging fee. This would be separate and distinct from the county lodging tax, and could be passed by resolution of the City Council. The lodging fee would be a flat rate per room, per night charge on all lodging units. Gaining support from the lodging community is an essential first step before moving forward. A process to educate the lodging community on the benefits their business would realize, demonstrate how lodging fees have been used around the region, and help alleviate concerns that may exist. The lodging fee could then be dedicated to promoting downtown area businesses, help create package and promotions between lodgers and downtown area businesses, as examples.

Create a dedicated funding source to ensure long-term and consistent re-investment in downtown. Re-evaluate utilizing a portion of sales tax and consider using other financing mechanisms such as tax infrastructure financing (TIF) as funding sources. The City has invested significant funding in improving the streetscape of Main Street, and helped provide incentives for business owners to improve and maintain facades. These programs were very successful, and should be re-established. Maintaining such programs over the long-term will ensure that investment in downtown is sustained through varying economic times.



**Observation:**

Delta has a history of success when community is able to combine resources and develop a process for harnessing resources and managing communication.

**Recommendations:**

Collaborate and Lead. Revisit past successes and the models that worked in Delta. As a community, Delta has demonstrated success through collaboration and partnership. New leadership of the city and the Chamber present an opportunity to overcome the mistrust and lack of confidence in the citizens and business community that stems from a lack of consistent leadership in recent years. Build on the positive response to the new leadership and the large turn out to the Community Revitalization Partnership (CRP) visit.



Identify one downtown champion to identify resources, establish partnerships, and prioritize downtown. Determine that a single entity will be the Downtown Champion and informational source. That entity could be an agency, an organization, or an individual. It would be useful to look to a self-funded entity like a Downtown Development Authority, Business Improvement District, or if this will be a non-profit like a Main Street Program, that you develop a requirement for diverse funding streams. Many resources and best practice models are available for guidance in the arena of professional downtown management.



Maintain clear contacts and communications. Develop a point person for each service provider, tourism groups, city, county, and federal groups working in town to work on a task force and develop regular communication process for meeting and info dissemination. A healthy and vibrant downtown attracts business interests by appealing to both the local and the visitor. Establish a leadership position in each organization working in and around Delta that is the contact person for information on that organization's role in downtown Delta. This position should also maintain regular communications with the other service providers and organizations in the community.



Link to Natural Assets. Make sure to work with Dominguez Escalante to identify how to best tie into Delta. This is one example of an ongoing project that Delta can coordinate with to increase multi-modal access to downtown and develop another marketable asset.



## PROMOTIONS

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

### **Observation:**

There are no clear messages being formulated and developed by the community, for the community, that give visitors a reason to spend a lot of time in town. The "city of murals" brand does not reflect a reason to be or shop in Delta. Additionally, the murals are not being marketed to a broader audience in a way that incorporates them into the downtown.

### **Recommendation:**

Create an identity/brand for the downtown. It is important to develop a unique identity for the downtown as a distinct place to shop and work and to foster customer loyalty. Marketing and promotional materials should all reinforce this identity for the downtown as a whole.

Incorporate items and history specific to Delta – don't try to be or sell yourself as something you are not. Build from this history and tell your story within a context familiar to residents. They need to be able to sell the community, so they need to understand and be able to communicate the message.



### **Observation:**

Marketing materials for the community are limited and do not reach target audiences. The City has a number of amenities that are not fully utilized, probably because tourists are not aware they exist.

### **Recommendation:**

Utilize lodging tax to create a Delta website and social media with all events, organizations, lodging, regional draws, sports and outdoors activities and restaurants. The distribution of the funds should reflect the needs of the communities in Delta County and must be maximized.

### **Observation:**

Information on where to find business is limited in the downtown area. This makes it difficult for visitors to locate businesses, murals and sculptures they may want to visit.

### **Recommendation:**

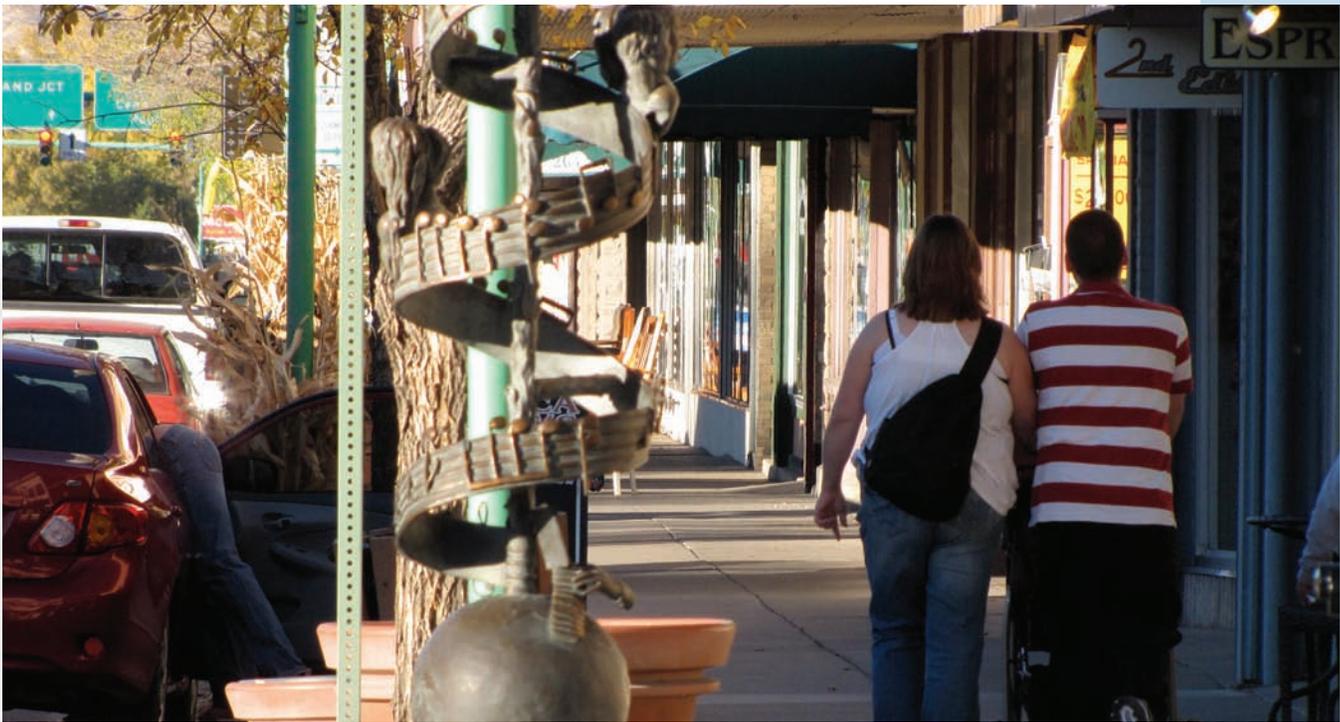
Create a directory of Main Street businesses and attractions. The directory should be available at local attractions, the chamber, city hall, restaurants and lodging. This directory also should be available in a kiosk or on bulletin boards on Main Street; a "you are here" style kiosk with a map and visuals.

### **Observation:**

Delta has tourism opportunities they are not fully capitalizing on that would keep visitors in the area longer. Areas of tourism in agriculture and heritage are hot topics right now and are very popular with visitors coming from the Front Range and other large communities. On average, these visitors are willing to spend more money and stay longer in areas that offer a multitude of tourism sites.

### **Recommendation:**

Connect to agricultural and heritage tourism opportunities to keep visitors in the area one more day. Consider farmer's markets to "know your farmer, know your food." These forms of tourism and community development add originality and truthfulness to the community.



**Observation:**

The events that take place in town are not meeting the needs of all the community members, particularly the retailers. The Merchant survey found that 38% of merchants felt none of the current special events have a positive impact on their businesses. Twenty-eight percent (28%) said Deltarado Days has a positive impact. Twenty-five percent (25%) identified a positive impact during the Parade of Lights. It seems that many of the events that are taking place in the community right now are special events, those that build on the image of the community, draw residents together, and bring some tourists in to the community. It is also clear that none of the events really focus on the retailers, getting customers into the stores and getting those cash registers ringing.

In concert with the results from the merchant survey, the customer survey noted that 31% of respondents rated events as poor; 42% fair; 21% good. There is a great deal of room to improve the way the events are managed and promoted.

A review of the City of Delta's Comprehensive Plan Update from 2008 revealed a number of items that the team discussed during the CRP that the community also believes should be addressed. Included in the desired future conditions, policies and action items was the recommendation to create additional community events.

**Recommendation:**

Identify objectives and strategies for event management. All event organizers need to meet and

fill out the strategic event matrix. Begin by identifying the objectives that need to be met for events and the community to be successful and then identify which objectives are being met by current events. Where are the events lacking? What objectives are not being met?

Some of the events that take place in town should focus on retailers, but store owners must take some responsibility as well. Event organizers can get people to town, get them downtown and in the stores, but it is up to the store owners to make the sales and take advantage of the foot traffic downtown.

**Observation:**

The community is ignoring certain assets that could be marketed to different audiences year round. These include the drive-in theater, performing arts building, and museum. Each of these venues could be programmed to meet needs of the community and visitors and could bring in additional resources.

**Recommendation:**

Complete an amenity inventory and use it to develop targeted materials to reach businesses, property owners/residents, and hotel guests/tourists. The Horse Country Arena, Devil's Thumb Golf Course, and Ft. Uncompahgre should all be included in the asset inventory, but so should lesser known attractions such as the drive-in theater or performing arts venue at the old high school.

# economic restructuring



## ECONOMIC RESTRUCTURING

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

### **Observation:**

The community is lacking a clear understanding of markets and market potential of the region. According to the merchant survey, 71% of merchants reported the primary market from which they derive the majority of their sales is within Delta County; 5% outside the county; 11% within the city. The missing link in this survey, however, is that merchants did not identify how they knew where their customers came from and no data collection tools were used.

In the customer survey that was conducted, 80% of customers who responded stated they shop Delta at least once per week for groceries and household items; 30% of those reporting stated they frequent eating and drinking establishments once per week. Conversely, 68% of customers shop less than once per month or never for clothing, accessories and footwear. and 80% - 90% shop less than once per month or never for books, music, DVD's, gifts, jewelry, furniture, appliances and sporting goods.

### **Recommendations:**

Assess how to best capitalize on the truck bypass. With the construction of the truck route will come numerous construction workers and other visitors coming to your community for work. Consider working as a community to consider how downtown businesses can expand services (sidewalk tables/chairs), pedestrian comfort (walkability) and event opportunities to enhance these workers experience and capture their dollars while they are in town.

Assess how to best capitalize on the primary employer industry opportunities along the bypass itself. The truck route is going to enlarge the area that visitors view and utilize. Ideally, the tourists will continue driving downtown Main Street, but the truck drivers will be traveling through what is currently a primarily undeveloped area. Consider what types of industry or other primary employers might be attracted to the parcels surrounding the truck route and how best to target communications to these potential community investors. Remember to highlight the proximity to transport, the quality of life for employees, the access to a strong school and health care system, etc.

The recent comprehensive plan recommends encouraging new retail, tourism/lodging, agri-business and agri-tourism. Take inventory of amenities including theater, drive-in, museum, library, school district, murals, sculptures, golf courses, wineries, agri-tourism in North Fork, Grand Mesa and consider complimentary services that tie them together.



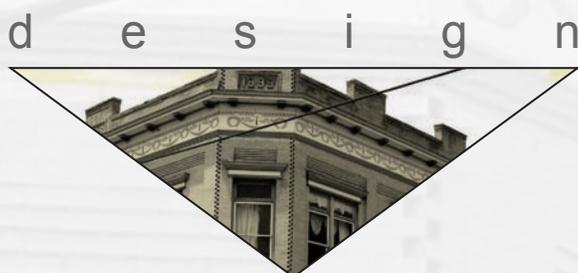
Consider a collaborative marketing campaign to better promote amenities of the region. Expand marketing of golf course to “brand” a broader scope of Western Colorado courses as a destination trip.

Identify opportunities to grow existing businesses through diversification and complimentary product/service development. Consider small, multi-functional retail e.g. the Radio Shack left town, but the hardware store could use this opportunity to add a Radio Shack section. Coffee Shops can also serve juice and smoothies, alongside beer, wine and dessert for after movie crowd.

Develop a better concept of who your customers are and how to reach them. Utilize lodging tax to pay for market analysis for the county. Include a review of potential visitors to Dominguez Escalante and their consumer preferences.

Provide more of a link between natural amenities and

the downtown. Consider working with the National Parks and other groups to create a locate public lands information center in downtown. Perhaps the downtown kiosk could be a multi-functional visitor information area. Identify possible funding mechanisms to enhance the link between citizens, community engagement, and entrepreneurial opportunity. Consider a Community Development Corporation (locally owned with stock shares – private sector; citizens purchase their stocks individually) to develop primary employment opportunities that cannot be relocated or closed by outside interests. (Book that describes it well is “Going Local.”) Consider a feasibility study (potentially using the USDA Rural Development – RBEG grant) to re-establish the Delta Brick industry, which offers unique opportunities tied to local resources and putting local skills to work. The industry could be funded with seed investment from above CDC, and with positive feasibility study, Rural Development might consider loan guarantee.



## DESIGN

Design takes advantage of the visual opportunities inherent in downtown by directing attention to all of its physical elements: public and private buildings, storefronts, signs, public spaces, landscaping, merchandising, displays, and promotional materials. Its aim is to stress the importance of design quality in all of these areas, to educate people about design quality and to expedite improvements in the downtown.

The existing downtown, at the very core, epitomizes sustainability. Getting the most out of prior investments in infrastructure and development - including not just streets, sidewalks and pipes, but public buildings like City Hall, historic buildings, streetlights and street furniture - can save the local government millions in future expenditures, and reemphasize the characteristics that can be found only in Delta’s downtown. Although community assets have become more dispersed regionally, it is clear that the health of downtown within the city is more important than ever in maintaining the identity of Delta.

Delta’s assets contain the building blocks for a healthy downtown that include mixed use, compact and dense development for instance, where buildings sit cheek by jowl creating an aura of curiosity and energy. Delta also contains mixed income neighborhoods that provide a variety of housing options, shops and businesses that open on to sidewalks, limited parking lots, on street parking that slows traffic and provides drivers the chance to amble through town, sidewalks that are safe and pedestrian friendly, public spaces and places to congregate, cultural amenities, public art, restaurants, entertainment and venues for entrepreneurs to gather, share and grow a “sense of place” or that essential character of the town that inspires, attracts, draws near such as the murals and right-of-way landscaping.

### Observation:

The aesthetic beauties of the downtown commercial and residential areas are less visible due to some blemishes. The visual appeal of the core downtown area is the ‘calling card’ for Delta and the commercial businesses that are located there. The visual appearance of the commercial district speaks to the

economic vitality and character of the community. The success appeal of the downtown is not accidental but carefully orchestrated and designed to include some common elements that have universal appeal. Interestingly, the most compelling of these are almost always present in what is considered a “traditional” downtown, a city center that has organically evolved over many generations, and was established at a time when compact, human-scale development, mixed uses, and independently owned businesses were the norm. The comprehensive plan also recommends preparing a detailed downtown development plan.

**Recommendations:**

*Public Right-of-way and Pedestrian Zone Improvements:* Complete the pedestrian environment within the core downtown area with improved seating, bike racks, way-finding, informational kiosks and designated alternative transportation stops. Prioritize the seasonal flower displays to maximize investment and impact and find opportunities to allow volunteer groups to adopt less sensitive/visible displays within City Parks. Complete an inventory of main street trees and assess health and eliminate holes in the urban tree canopy.

*Signage and Identity:* Where does downtown begin? Develop gateway monumentation and help residents and visitors navigate the amenities of the retail district. Reinvigorate the existing signage program for parking, amenities and shopping. Create information kiosks that promote seasonal events, map the mural and art locations and direct visitors to more distant amenities such as the recreation center and regional trails.

*Storefront Display:* Coordinate the use of vacant storefronts to promote seasonal and non-retail, service-based business. The benefits of this program include the elimination of vacant storefronts and improving pedestrian experience; promoting events and services; and promotion of community involvement by sponsoring competition and creative expression. Displays can be coordinated with other events such as Parade of Lights.

*Aggressive control of neglected and blighted properties:* The City should regularly enforce existing codes.

**Observation:**

The community appears to be lacking a cohesive visual and strategic plan for connecting assets in a user friendly manner to encourage the community's values.

**Recommendations:**

*Quality Community Design:* Whether your downtown is protected by a historic district, or design standards, Delta can control the aesthetics and “look” of the community by adopting measures that protect local heritage and character. Expand the façade program to include a comprehensive commercial signage program. Document the existing downtown ROW improvements to develop streetscape standards and use as a baseline for future improvements.

*Branding Program:* Coordinate identity and branding efforts with directional and signage programs. Typeface and graphics are coordinated with signage, monumentation and promotional material.



**Access and Parking:** Identify areas for parking for non-traditional vehicles and visitors and direct them to downtown. Make downtown friendly to recreational vehicles and cyclists, and provide for these populations with special parking facilities.

**Enhance Multi-modal Trail program:** Build on the Delta Comprehensive Plan to establish the linkages for local and regional trails. Work with Federal agencies and non-profit groups to expand and promote recreational opportunities. Signage program should direct users to trailhead and map destinations. Again, the comprehensive plan address this recommendation. It recommends expanding the trail system and connecting the Delta area with nearby public lands.

**Observation:**

The Community has recently invested heavily in the alternate truck route. Careful planning is needed to ensure the continued success of downtown. The community needs to begin now to create a plan that will help keep business traffic in downtown, and encourage business owners to capitalize on the improved atmosphere.

**Recommendation:**

Get message out that there will be a new safer downtown and seek opportunities to enhance.

Create a signage program at both the north and south entrance to Delta that will help direct truck traffic to the bypass, but encourage all other traffic to continue into downtown.

Create a plan for how businesses and the City can take advantage of less traffic and noise on Main Street. Encourage businesses to create outdoor seating areas, creation of sidewalk events, installation of additional public art, and enhancement of the downtown walking historical tour as examples.

Overtime, consider a highway swap with the Truck Route to allow for greater opportunities for more friendly pedestrian design downtown. If budget allows, confirm CDOT requirements to support swapping of the highway.





## HISTORIC PRESERVATION

Historic preservation can be associated with many values; the cultural, social, or aesthetic values may be the most commonly thought of. However, the environmental, economic, and educational values are also important aspects of historic preservation.

### **Observation:**

Delta has proven success with cash match façade improvement program, but there remains a need for continued improvement and branding.

### **Recommendation:**

Reinvigorate façade improvement program to include design guidelines, address rear entrances, alleyways, signs and awnings. There may also be an opportunity to expand the program by seeking funding from the State Historical Fund.

- Design guidelines may be used as a resource for building owners to learn about proper techniques, local permitting procedures and available design assistance. Guidelines also create a standard for all future developments and improvements.
- Alleys and rear entrances should be given as much design consideration as storefronts.

Often providing on-site parking, alleys gain importance and access to businesses. Perhaps hosting “clean-up” days to remove trash, make minor repairs and clean or paint may provide a low cost solution to improvement. Also proved adequate lighting to extend a sense of safety.

- Signs and awnings project an image of the buildings, businesses and district as a whole and should promote a viable and unified business district.

### **Observation:**

There is an opportunity to activate empty storefronts along Main Street.

### **Recommendation:**

Storefronts are street level billboards that should command attention and entice people downtown. Window displays project the image of the quality of goods and services available throughout a district and therefore empty storefronts may become distracting. Additionally, activating storefronts will give a sense of liveliness and activity.

- Work with volunteers, possibly partner with schools to create window displays that change seasonally.
- If possible, keep storefronts lit afterhours.
- See article in the Appendix, “Shining a Light on Window Displays” by Scott Day for more tips to storefront activation.

### **Observation:**

Delta’s Main Street is not currently designated. In the past Main Street status was considered as well as historic districting.

### **Recommendation:**

The City of Delta may utilize historic designation to best shape its appearance. There are a variety of designations that offer varying degrees of support including financial, guidance and access to resources. The City may want to consider which option best suits its goals and objectives.

*Main Street Designation* will provide Delta with three things: a proven strategy for revitalization, a powerful network of linked communities, and a national support program that leads the field.

*Certified Local Government Certification* will make the City eligible to receive Preservation Fund Subgrants. The CLG program seeks to encourage and expand local involvement in preservation issues through a partnership between the CLG and the State Historic Preservation Office (SHPO). To strengthen existing local preservation programs and to catalyze the development of new ones, CLGs are eligible to apply annually for no-match grants from a designated CLG fund. Also, local landmarks of CLGs are eligible for Colorado's state historic income tax credit of 20% or \$50,000, whichever is less, of the cost of qualified rehabilitation. CLGs assume a leadership role by identifying, evaluating and protecting historic resources within their communities; receiving technical advisory services from the SHPO; and having a formal role in the National Register process. CLGs can opt to assume other responsibilities such as participating in the review of federal projects, reviewing state tax credit projects and administering covenants. If they wish, CLGs can terminate these responsibilities in an

orderly way or terminate their CLG status altogether. For more information see attached CLG Handbook in the Appendix.

*Historic Districts* will help manage the change that may occur in a designated area to ensure that the historic character is not compromised. Designation will help protect the investments of owners and residents to encourage better design and tourism and may help entice business recruitment.

*Overlay Districts* are more flexible than historic districts in that they are solely a form of local zoning regulation and require only passage by city council rather than a vote by all landowners in the affected owners. An overlay district is a layer of local planning regulation which incorporates restrictions of the underlying zoning with the main goal of preserving the historic character of a neighborhood.



## FUNDING MECHANISMS

From the resource team's initial observations, the communities are being somewhat successful in utilizing several of the following financing mechanisms. It appears that there are other opportunities for grants and other fundraising. Some of the current and potential sources of funds include the following:

Potential Sources of Funds include the following list:

### ***Operating, Marketing, Organization and Promotion***

- **Repeal of Sales Tax Vendors Fee:** Each business that collects sales tax is entitled to retain a 3 1/3 percent "vendors fee" to help cover the cost of filing said taxes. Many municipalities have passed an ordinance to repeal this vendors fee and the City retains the 3 1/3 percent fee. If the fee is repealed it is only to be used to market or support the merchant community. These funds could be used to help fund some of the recommendations made in this report.
- **Booth Fees:** These are charges applied to concessionaires at events, parades, community gathering places.
- **Research and understand the intent of different events.** Some generate traffic into the doors of retail businesses (Delta Dollars, Sidewalk Sales), some enhance the public perception of the downtown (evening art walk), and some are fundraisers for the organizing entity (Octoberfest or Brewfest).
- **Heritage Tourism Office/Colorado Tourism Office Grants:** The umbrella organization could work together with other chambers, the county and regional entities to apply for a Colorado Tourism Office Marketing Matching Grant Program, which provides funding to not-for-profit organizations in the State of Colorado for the purpose of promoting the state or a region as a tourism destination.
- **A Community Champion is a "must have."** Whether it is full time or part time in staffing, it cannot be funded with grant writing or membership fees. This is an entity that is focused on the downtown exclusively. Funding for this can be via a Downtown Development Authority (tax increment financing capability and/or mill levy,) Urban Renewal Authority (tax increment financing) or a Business Improvement District (property assessment.)

- **Research grant opportunities for secondary support staff:** Delta should create a list of stakeholders, potential partners, etc. and determine where to look for funding, collaboration, etc. Perhaps other opportunities exist through AmeriCorps, Vista, Universities, or other agencies that provide interns.
- **Region 10 can assist the business community with low interest loans for new businesses and business expansion.** They can also assist with helping businesses access Enterprise Zone Tax Credits.

### ***Public Infrastructure Design***

- **Tax Assistance from General Funds:** Allocate specific funds for the downtown improvements. CDOT26 Planning and Management Region - If not already involved, get involved in the STIP process. If possible get someone from the City board or staff a regional committee
- **Energy and Mineral Impact Assistance Funding for public infrastructure:** These funds could assist the community with public infrastructure improvements, such as streetscape.

### ***Business Development Economic Restructuring***

- **Governor's Office of Economic Development and International Trade:** This agency has several programs from economic development assessments to small business development centers.
- **Delta County is an Enterprise Zone.** This may provide the community with low interest loans for new businesses and business expansion and Enterprise Zone Tax Credits.
- **EPA Brownfields Program:** This program provides direct funding for brownfields assessment and cleanup.
- **Governors Energy Office (GEO) and USDA Rural Development (RD) Energy Programs:** Both agencies have funding programs to retrofit both public (GEO) and private sector business (RD) with insulation, windows, doors, refrigeration systems, manufacturing processing equipment, HVAC and lighting systems. Delta businesses could utilize energy efficiency new technology and renewable energy sources to reduce costs. The City could convert streetlights to more energy efficient LED type lights.
- **Small Business Administration (loan guaran-**

tees) USDA Rural Development (loan guarantees): These are Federal Programs that can assist local businesses in purchase of a commercial building or expansion.

- USDA Rural Development – Business Enterprise Grant: funds available via a local government or non-profit application for the purpose of establishing a revolving loan fund (Town of Silt, Grand County Economic Development, Town of Carbondale), or conducting a feasibility study for a specific job creation business expansion (Delta Timber) or creation.
- USDA Rural Development: Rural Business Opportunity Grant – funds available, very competitive, for regional planning for economic development purposes (Lake City, CO.)
- USDA Rural Development: Rural Microenterprise Assistance Program - The Agency will make direct loans to microlenders for the purpose of providing fixed interest rate microloans to rural microentrepreneurs for startup and growing microenterprises. Less than 10 FTE, needing less than \$50,000 at a fixed rate for up to 10 years.

#### **Other Resources**

As a member of Downtown Colorado, Inc., Delta will continue to be eligible for DCI services, training, and educational programs. Additionally, Delta should access the benefits of the Colorado Development Network (CDN), a collaboration of DCI, Colorado Brownfield Foundation (CBF), and Colorado Rural Development Council (CRDC).



## TEAM MEMBER BIOS

### ***Elyse Ackerman-Casselberry***

Department of Local Affairs

Elyse Ackerman-Casselberry has worked with local governments for ten years in varying roles with a background in local government administration and finances, public policy, housing, economic development, and long-range planning. Having recently joined the Department of Local Affairs team, Elyse is actively engaged in helping positively impact Colorado's western slope communities. Elyse has experience as a facilitator, and takes pride in being able to bring groups with often opposing opinions together.

A western slope native, Elyse recognizes the challenges that Colorado's western slope communities face, and is helping western Colorado's communities plan for their future, and address current challenges. She is a graduate of the University of Colorado with a BA in Environmental Studies and of Prescott College with a MA in Ecology and Resource Management.

### ***Ingrid Borreson***

Center of Preservation Research (CoPR),  
University of Colorado Denver

Ingrid is currently completing her final year at the University of Colorado Denver where she is a Master candidate for both Urban and Regional Planning and Historic Preservation. As a Research Assistant for CoPR, her tasks are varied and primarily include developing partnership opportunities for students that encourage engagement with civic preservation efforts.

Ingrid has also worked as the preservation intern for the City of Denver and the City of Holland, Michigan for each city's planning department. With a Bachelor's of Science in Art History from Kendall College of Art and Design Ingrid's preservation interest has evolved to focus on community development through preservation processes. It is her hope to be involved in projects that not only restore the built environment but also empower citizens and communities. Originally from Grand Rapids, Michigan, Ingrid has been calling Colorado home for the past 5 years.

### ***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.

### ***Clint Cresawn***

Colorado STRIDES Program Manager,  
Colorado Rural Health Center

With interests in rural health, community, economics, and leadership, Cresawn finds Colorado STRIDES – with its focus on enhancing rural Colorado's ability to recruit and retain healthcare providers through locally-driven asset development – a uniquely challenging and satisfying program. In addition to satisfying his passion for rural through the Colorado Rural Health Center, Clint also serves on the Board of Directors for the Colorado Rural Development Council. Clint holds a Masters degree in Communication Studies, and has focused his education and research on political, organizational, and intercultural communication. Prior to engaging professionally with rural Colorado, Clint taught at Metro State College of Denver, Denver University, and Community College of Aurora. Though Clint has been a resident of Colorado since 1998, he is originally from North Carolina and has a deep-seated love of sweet tea, pecan pie, and Carolina-style BBQ.

### **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.

### **Leslie Hentze**

Regional Assistant  
Department of Local Affairs (DOLA)

Leslie currently is employed by the State of Colorado, Department of Local Affairs, Division of Local Government, Office of Field Services in the capacity of Regional Assistant supporting the department's efforts in the western region of the state. Leslie works with local governments and special districts from Cortez to Grand Junction in grant management and oversight and technical assistance activities. Leslie's area of expertise is in finance and budget.

Leslie has worked in program management and staff supervision at the county level as well as in finance and program management for several non-profits, and for profit businesses, and is a long time resident of western Colorado.

Leslie holds a Bachelor's Degree in Business Administration from Regis University, Denver, Colorado. Magna Cum Laude.

### **Richard Sales**

Associate Director (CCCD)  
The Colorado Center for Community Development

Rich feels fortunate to have worked in Colorado communities for over 20 years. First as a licensed architect doing community scale projects, second as a local government staff and currently as the Associate Director for the DOLA Technical Assistance Program through The Colorado Center for Community Development.

Rich served as the Director of Community Development for the City of Delta, Colorado for more than 12 years and aided the community in a wide variety of projects and responsibilities, including Public Works Director, Emergency Manager and acting City Manager. For the last five years he has served Colorado communities as part of a wonderful, grant funded program which aids communities in planning and design, using graduate-level architecture, landscape architecture and planning students.

Rich has an educational background from the University of Illinois and the University of Kansas and started his architectural career working for the Kansas State Architects office. After brief work in the Chicago area he moved to Colorado, working for firms in the Boulder area. Rich serves on an advisory board for the Black Canyon Land Trust and the Art in Public Places program in Grand Junction, volunteers as a Living History Interpreter and photographer for various events and has a ranch where he raises chickens, cows and hopefully a happy family.

### **Pattie Snidow**

Northwest Area Director,  
USDA Rural Development

Pattie has lived in Western Colorado for over 35 years, 25 of those in Craig. She has spent 18 years in economic development and community development practices.

She was part of the management team for the Beanpole Telecommunications Project in Northwest Colorado which brought broadband to remote counties, while she was the director of business and industry training and economic development for Colorado NW Community College. She was a founding member of the Western Colorado Economic Alliance for Western Colorado, and part of

the statewide group, Colorado Economic Leadership Coalition. As the executive director of the Greeley Downtown Development Authority, the DDA put tax increment financing in place, passed a special improvement district, crafted design guidelines for a character overlay and implemented the Main Street Program.

Pattie was appointed by Governor Owens to serve the Western 22 counties as the Western Business Development Representative for the CO Office of Economic Development & International Trade in 2002, where she coordinated the Community Assessment Program on a statewide basis in addition to her duties regionally. She joined the U.S. Department of Agriculture - Rural Development as Northwest Area Director in 2005 serving 18 counties.

Pattie has a Bachelor of Science in Business Administration from Regis University, with a minor in communications/marketing. She is a graduate of the Economic Development Institute. She continues her work in community development in her current role at USDA, and has been tasked by the National Office of Rural Development to assist in training Rural Development staff across the nation in community and economic development.

**Carol Sperat,**  
StudioBridge

Carol is experienced in amenity-based community planning, mixed-use master-planning, urban design, environmental design, and park and recreational design. She has followed innovative approaches to the preservation of natural resources, helping to shape successful living, working and recreational spaces for people and communities.

Her emphasis is to be versed in the challenges of managing projects that strive for sustainability while enhancing the public's experience through insightful use of open space, low impact infrastructure, alternative transportation and inclusive communities. That approach comes from a foundational understanding of environmental systems, as well as the experience with the process of developing successful master plans, design guidelines and site designs. She has completed projects that involve conservation easements, water rights issues, habitat restoration, storm water reuse, multi-modal transportation and view shed protection.

Carol has placed an emphasis in her professional efforts to become versed in the challenges of managing projects that strive for the delivery of high quality products while enhancing my team/organization's direction in the development of policies, guidelines, and standards in land planning efforts. Her approach comes from a varied design experience, as well as the influence of technology, and the importance of serving customers - all is paramount to the creation of successful and achieving consensus.

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Dear Community Leader:

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

- Action Matrix: breaks the recommendations down into a step-by-step process identifying timeline, action item, measure of success, initiator, and potential partners
- Shop Local Campaign Development and Shop Local Matrix
- Menu of Technical Assistance: The menu of technical assistance is to provide ideas or a sampling of what DCI has facilitated.
- Stakeholders Analysis: This form is used to analyze community information to ascertain which entities are most important to the downtown and/or project and how best to approach them.
- Volunteers by Stakeholder Group: allows you to identify volunteers that link your organization to groups that are key to your project.
- Volunteer by Desired Skill: allows you to review the skills you need and which volunteers can fill that need. It also allows you to identify the skills that remain unmet in your pool of volunteers.
- Potential Partners: For each project, a partner list should be generated to ensure that you have tapped all possible resources.
- Strategic Event Planning Matrix: allows you to list objectives and for each event to make sure that all objectives are being met, and all events are serving a purpose.
- Strategic Event Planning Calendar: reviews all events on a timeline to ensure a well-rounded calendar.
- Downtown Organization Board Responsibilities and Job Descriptions: Highlights the responsibilities of a board of directors and the officers that serve the organization.
- Downtown Manager Job Description: Identifies skills needed and activities required to manage a downtown organization.
- Downtown Manager Evaluation: allows the downtown organization to evaluate the effectiveness of the Downtown Manager.
- 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

## Identity and Messaging

	Action Item	Measurement of Success	Initiator	Potential Partners	Recommendation
1-3 m	Announcement and agenda for visioning session. 25% of identified stakeholders participate.	1) Prior to the branding process, work with professional to facilitate visioning session with community reps. to determine the values that define Delta and the future they want for their community. 2) See above for branding sequence.	City	Community business and tourism groups, City, County, citizens,	Conduct community visioning and branding process.
1-3 m	As part of the branding process, work with preservation and tourism communities to develop heritage tourism program and unique positioning identity for downCity within the context of the new community brand.	Regular communications with preservation and heritage tourism organizations to build that aspect of the Delta image. Include a Delta History campaign for students and residents to submit drawings, art pieces, stories, poems, and other artistic interpretative works to display throughout City.	City	heritage tourism group, preservation board, local businesses, City, Painted Sky	Focus efforts on building awareness, visual identity, and programming specific to downCity.
3-6 m	Formalize network of non-profits working in Delta to increase communication, discuss common issues, decrease duplication of services and collaborate on projects. Determine distribution channels for this communication (web-links, email lists, linked-in, facebook?) and who will be responsible for the dissemination of info. for individual groups and non-profit network.	Regular meeting agendas and report to City council on progress and activities.	County/ non profits	City, County, non-profits, health network, Chamber	Connect the organizations and businesses through website, materials, and a summit to clarify roles and mission within the county.
6-12 mo	Streamline business/development and property enhancement processes to be more user friendly and to encourage new businesses/development and investment into existing properties. Create materials that are easily accessible and understandable to lead user through the process step by step.	Easily downloadable materials exist on the website to walk property and business owners through permitting processes.	City	community business groups, local businesses/developers/realtors	Streamline business and development processes. Create user friendly business development materials.

## Organization

	Action Item	Measurement of Success	Initiator	Potential Partners	Recommendation
1-3 m	Identify boundaries of commercial business district	Create clearly definable district boundaries outlined on a map and declare this the priority.	City Planner	Planning Commission/ staff/citizens	Prioritize and Promote Delta as
1-6 m	Determine a vision and mission statement for the defined commercial district for Delta	City should hold community meeting to create a vision and mission statement to guide the district. Identify one trustee, one business leader, and one other (library, school, developer, etc.) to form an Downtown committee to assess how the mission objectives are being met.	City Council	Property owners, business owners, residents and organizations	Develop a long term financing and management mechanism for downCity.
1-3 m	Complete stakeholders' analysis to ascertain primary partners in development process. Request participation of targeted stakeholders in an Downtown committee for commercial corridor.	Announcement, Agenda, completed stakeholders' analysis form, schedule of monthly meetings, and regular communications updating the City council on progress.	City	Get representatives from Library or School, Retired person, School, City Council, financial institution	Create a formal mechanism for gathering community input and support
1-3 m	Determine a point person to advance the goals and objectives of the stakeholders in the revitalization project.	Create a job description for the commercial corridor coordinator including a title, responsibilities, and clear contact schedule and guidelines to increase communications.	City	Stakeholders/Businesses	Develop a long term financing and management mechanism for

1-3 m	Research possible long term funding mechanisms ( BID, URA, DDA or other funding) to fund improvements and marketing for the district	Hold a training session with elected officials to review management options. Use meeting announcement and agenda as measurement of success.	City	Staff	Develop a long term financing and management mechanism for
1-3 m	Engage business community in dialogue to assess the resources and objectives that can focus on Delta commercial corridor.	Memorandum of agreement between Delta, Business, and downtown committee outlining responsibilities for promoting Delta businesses.	City	Downtown committee and Business without Borders.	Create a formal mechanism for gathering
3-6 m	Research the Main Street Approach of the National Trust for Historic Preservation and other programs as possible revitalization models to follow	Work with DOLA, DCI, and/or management consultant to assess feasibility of various models.	City	Staff	Develop a long term financing and management mechanism for
3-6 mo	Utilize tools for communicating with stakeholders which can lead to input and support for initiatives	Regular communications via email lists, Constant Contact or other email blast tool, website for downCity, Survey Monkey or other survey tool, downCity blog.	City	Downtown committee, Business Without Borders/Bank of the West as funder	Create a formal mechanism for gathering community input
6 mo +	Use the communication tools (social media) to gather support for grant applications, resource development, and funding.	Create monthly calendar looking at points of stakeholder contact and options for feedback.	Downtown Committee		Create a formal mechanism for gathering community input
3-6 mo	Create and distribute project description and volunteer needs form to groups engaged in downCity efforts.	Form outlines downCity projects and tasks for volunteer involvement. Distribute forms to Downtown committee, business without borders, and City and collect information on at least 5-10 different projects. Compile information received for 5-10 projects and create job descriptions for volunteers engagement. Job descriptions are sent to organizations with volunteer capacity (school, retired, community college, etc.)	Downtown Committee		Create a formal mechanism for gathering community input and support
6-9 mo	Compare needs for volunteers to skills of groups that are engaged.	Complete volunteer skills matrix	Downtown Committee		Create clear volunteer opportunities for
6-12 mo	Invite the County to lead an summit of communities to combine efforts, collaborations possible and sharing of information	A clear understanding of the roles of each organization and contributions to the marketing of the County, including Delta specific marketing. Complete stakeholder analysis for Delta County. Develop a letter explaining the desire to consolidate use of county-wide resources for specific fields (health care, etc.).	City	Chamber, EDC, Tourism Board, Businesses and business support groups, Painted Sky, others	Engage economic organizations of Winter Park/Frazer Valley....
12+ mo	Determine what Delta can do to better market its own assets and create a stronger presence for Delta	A marketing plan for Delta-centric assets, activities, retail, restaurants, services for both tourists and regional residents. Creation of a simple list of assets that the community finds valuable, who should these assets be marketable to, what connections need to be made to highlight benefits more.	Downtown Committee	Marketing committee once formed	Engage economic organizations of Winter Park/Frazer Valley....

<b>Communications</b>			
<b>Time</b>	<b>Action Item</b>	<b>Measurement of Success</b>	<b>Initiator</b>
			<b>Potential Partners</b>
1-3M	Conduct and utilize stakeholder analysis results to develop communications plan.	Create talking points by target audience to encourage participation in downCity initiatives	City
1-3M	Develop DownCity Committee to serve as champion for downCity initiatives. Determine regular meeting days and identify key groups to include as standing committee members.	Announcement, agenda, and sign in sheet for training. 80% of board participates.	City
1-3M	Create a "Let's Talk DownCity" announcement and postcard. Track usage of this feature.	Include this collateral material in packets and materials. Usage increased by 10%.	Chamber
1-3M	Identify one website that can serve to inform about EVERYTHING in Delta.	Partnership and linkd between all stakeholder websites is in place. Each organization provides updates and information on a monthly basis.	Chamber
1-3M	Develop a list of all businesses, organizations, services, fund things to do, lodging, outdoor opportunities, etc. and have links to full lists available on website and simple paper brochures.	Information available on website, at community venues, and every business.	Chamber
3-6M	Create instructions for joining the committee, adding items to the agenda, adding items to the website, sending member accomplishments and news, etc.	Post instructions on website and send a letter to all members with description and link to this information.	DownCity Committee (City, County, EDC, Chamber, schools, Historical Society, and business rep.)
3-6M	Create committee agenda that includes the four points of Main Street as fixed items for committee reports in addition to more fluid topics.	Utilize new agenda after month 6.	Committee Chair
3-6M	Begin Quarterly updated to City Council followed by Quarterly letter to membership and review at merchant meetings.	Quarterly update letter sent, posted on website, and saved into record.	Committee Chair/City
3-6M	Create a "Coffee and Conversation" activity for the City Manager to meet with businesses and organizations one morning each month.	Monthly meeting announcements, monthly list of participants, increasing list of email and contact information for business and property owners, community partners, etc.	City Manager
6M+	Create annual report with achievements listed by Four Points.	Report completed and available (at least by PDF) and a presentation held at membership meeting	DownCity Committee (City, County, EDC, Chamber, schools, Historical Society, and business rep.)

### Organizational Revenues

Time	Action Item	Measurement of Success	Initiator	Potential Partners	Recommendation
1-3 mo	Engage lodging community to develop plan for how a lodging fee can be utilized to promote Delta and support businesses.	Creation of a record of the engagement process including agenda, meeting notes, outcomes, and needed follow-up.	City	City, Chamber, Lodgers, Downtown Businesses	Creation of a per room lodging fee
1-6 mo	Development of a plan for how lodging fee would be dedicated and utilized connecting the use of the fee to anticipated benefits to lodgers and downtown businesses. A portion of the lodging fee should be used to develop materials that lodgers can make available to their customers. Consider use of a taskforce or other public forum to encourage maximum participation.	Generation of an outline or draft resolution/ordinance to be presented to the City Council for consideration.	City	City, Chamber, Lodgers, Downtown Businesses	Creation of a per room lodging fee
3-6 mo	Presentation of proposed lodging fee resolution/ordinance to the Town Council for consideration and approval	Approval of lodging fee by the City Council	City Council	City Council	Creation of a per room lodging fee
6-9 mo	Education and awareness program to help lodging community prepare to implement lodging fee collection and remittance.	100% compliance of lodging community at first collection.	City	City, Chamber, Lodgers, Downtown Businesses	Creation of a per room lodging fee
6-9 mo	Develop collection and implementation plan identifying how and when the lodging fee will be remitted by businesses to the city, how the fee will be accounted for within the City's financial management system, and how the revenues collected will then be spent. Consider the creation of a committee or other open process to encourage public participation in how to best utilize funds each year.	Establishment of an implementation plan that encourages creative use of revenues raised, and participation by business and lodging owners to help determine how to utilize funds.	City	City, Chamber, Lodgers, Downtown Businesses	Creation of a per room lodging fee
12+ mo	Develop an annual reporting system to communicate how the lodging fee was utilized and what benefits were realized by downtown businesses and the lodging community	Annual report that communicates direct benefits to lodging and business community.	City	Staff	Creation of a per room lodging fee

### Promotions

Time	Action Item	Measurement of Success	Initiator	Potential Partners	Recommendation
1-3 m	Identify and plan meeting with all organizations hosting events and complete the strategic event matrix.	Meeting announcement, agenda, and completed matrix. Clear event objective exist and frame the event planning on a community-wide level.	City	event organizers, realted non-profit organizations, community business and tourism groups, City, County, citizens	Identify objectives and strategies for event management
1-3 m	Research option of using lodging tax for website development.	List of current lodging tax uses, submission of application to use lodging tax dollars	City	Chamber, businesses, tourism groups	Utilize lodging tax to create a Delta website and social media with all events, organizations, lodging, regional draws, sports and outdoors activities and restaurants.

1-3 m	Research agritourism and heritage tourism opportunities in the area.	List of local tourism opportunities. This includes name of business, contact person, hours of operations, distance from Delta	Chamber	City, Culture and Recreation Department	Connect to agricultural and heritage tourism opportunities to keep visitors in the area one more day.
1-3 m	Survey citizens and business/community groups to identify lesser known City attractions	List of local tourism opportunities. This includes name of business, contact person, hours of operations, distance from Delta	Chamber	Chamber, businesses, tourism groups	Complete an amenity inventory and use it to develop targeted materials to reach businesses, property owners/residents, and hotel guests/tourists
3-6 m	Begin monthly communications regarding events and event organizers to create a regular flow of information on community-wide activities.	Public venues, Town website and newsletter, local newspaper, TV and radio to promote events in a uniform and community-wide manner. Increase exposure to external markets through regional media.	City	community business and tourism groups, Town, County	Identify objectives and strategies for event management
3-6 m	Develop exhaustive list of Delta businesses and attractions (murals and sculptures) and organize into logical categories (may want to charge fee for inclusion after first year).	Print and web versions of this directory are distributed to all members and venues throughout Delta.	City	community business and tourism groups, City, County, Chamber	Create a directory of Main Street businesses and attractions.
6-12 m	Identify location and funding for business directory kiosk.	Kiosk built with directory in place.	City	Service organizations, businesses, Chamber	Create a directory of Main Street businesses and attractions.
6-12 m	Work with local businesses to create flyer/brochure/coupons to create reasons for heritage and agritourism visitors to spend additional time and money in Delta.	Businesses track and report use of coupons.	Chamber	Businesses, City	Connect to agricultural and heritage tourism opportunities to keep visitors in the area one more day.
6-12 m	Develop exhaustive list of local attractions and amenities and organize into logical categories.	Print and web versions of this directory are distributed to all members and venues throughout Delta.	City	community business and tourism groups, City, County, Chamber	Complete an amenity inventory and use it to develop targeted materials to reach businesses, property owners/residents, and hotel guests/tourists
3-6 m	Engage branding professional to facilitate a brainstorming session with key community reps. to determine important elements of brand and create brand based on this input.	Brand is incorporated into all elements of promotion of the community.	City	Community business and tourism groups, City, County, citizens	Create an identity/brand for the downtown
6-12 m	Survey citizens and business/community groups to determine informational needs from the city and businesses. Consider working with professional to design site, incorporating brand, functionality to provide requested information (content management system) and links to other related community organizations and businesses.	Website is more user friendly and includes option for tracking use of the site to gauge increases.	City	Businesses, Chamber, non-profit organizations	Utilize lodging tax to create a Delta website and social media with all events, organizations, lodging, regional draws, sports and outdoors activities and restaurants.

## Economic Restructuring

Time	Action Item	Measurement of Success	Initiator	Potential Partners	Recommendation
1-3 mo	Continue spotlight feature articles in newspaper and initiate radio interviews	1 article per month on a regular basis, and same business featured in recorded radio interviews played at a variety of times.	KRYD Radio and Delta Independent	Downtown businesses	Promote niche market expertise of downtown businesses on an individual basis
1-3 mo	Initiate regular meetings between City of Delta and downtown businesses	3 consecutive meetings held and attended by both City staff and business/property owners	City of Delta	Downtown Businesses	Establish two-way communications between business and government
1-3 mo	Initiate discussions to determine where a business can go (library, town hall, etc.) to access business resource information for their needs	Establish ongoing monthly meetings between all entities that serve business interests to share information	Chamber, DCED, SBDC	Local businesses, government agencies, USDA, DOLA, etc.	Develop a known location where any business (retail or primary employer) can find all resources available to them and direct them to more targeted services
1-3 mo	Research Georgia "String of Pearls" statewide marketing for destination golf tourism	Report to City on how other statewide golf tourism efforts around the country are branded and marketed.	Devils Thumb Golf Course	City of Delta, City of Grand Junction, City of Durango, etc.	Partner with broader regional effort beyond GJ to enhance golf tourism marketing
1-3 mo	Survey citizens to consider gaps in services that could be filled by multi-functional businesses (i.e., Radio Shack section, coffee/beer/wine shops.)	Online survey on City website	City of Delta	Delta County, all local cities and towns, chambers	Help businesses to explore how they might expand their offerings to fill gaps in consumer needs and diversify their market
3-6 mo	Initiate discussions with BLM, Forest Service, State of Colorado, and other outdoor recreation agencies	2 meetings completed and reported back to City and County on opportunity and process.	City of Delta, Delta County	Delta County, all local cities and towns, chambers	Locate public lands center in downtown.
3-6 mo	Market Analysis of potential visitors to Dominquez Escalante	Utilize lodging tax for study	City of Delta, Visitor Bureau,	City of Delta, County, businesses, chamber, all towns in county	Help businesses to target and enhance services to capture new markets of visitors
6-9 mo	Form a task force to research Community Development Corporation for development of primary employment opportunities that are locally owned via local stockholders	Information of how one is formed, legal aspects and what the organizational structure might look like. Consider book "Going Local" as a starting point.	Painted Sky RC&D	Delta County, all local cities and towns, chambers, BLM, Forest Service, State of CO	Create locally owned employment opportunities that pay higher than average wages and provide good benefits. Primary employer.
6-12 mo	Form task force to research different event, and their effectiveness in increasing organizational cash flow	1 event that produces a positive cash flow for the organizing entity (downtown champion organization) such as an Octoberfest	Chamber	City of Delta, Downtown Businesses	Develop one event that helps to fund staff that is focused on downtown enhancement
9-12 mo	Inventory amenities such as theater, golf course, wintereries, agri-tourism in City, then countywide.	Listing of "what's there to do" in Delta County	City	City of Delta, Delta County	Look for ways to tie activities and business together for "one more day" of stay and play

12 mo ongoing	Assess zoning, permitting and infrastructure along proposed bypass for future business opportunities	1 new primary employer located on bypass	City	Chamber, Downtown Businesses	Enhance business opportunities along proposed bypass
12-18 mo	Form task force to research different events, and their effectiveness in retail enhancement	1 new event that produces an increase in traffic flow into retail businesses.	Chamber	Downtown Businesses, county wide newspapers, other radio stations	Develop one event that is focused on retail enhancement and traffic generation
12-18 mo	Feasibility study on re-developing the Delta Brick operations with CDC ownership	RBEG application to USDA Rural Development	Painted Sky RC&D	City of Delta, Delta County, all cities and towns in county, USDA	Expand primary employment opportunities in area

## Design

Time	Action Item	Measurement of Success	Initiator	Potential Partners	Recommendation
1-3 mo	Engage business owners, the Chamber, and residents to generate ideas and interests that would help enhance Main Street.	Creation of a record of the engagement process including agenda, meeting notes, outcomes, and needed follow-up.	City	City, Chamber, Business Owners, DCED	Create a plan to encourage the City and businesses to take advantage of less traffic and noise on Main Street
1-6 mo	Evaluate zoning and other regulations to ensure that businesses can take advantage of improved downtown atmosphere i.e., outside dining areas on sidewalk, sidewalk displays, sidewalk sale events, etc.	Recommendations and presentation of proposed changes to the Planning Commission and City Council for approval.	City	City, Chamber, Business Owners, DCED	Create a plan to encourage the City and businesses to take advantage of less traffic and noise on Main Street
1-6 mo	Evaluate zoning and other regulations to ensure that businesses can take advantage of improved downtown atmosphere i.e., outside dining areas on sidewalk, sidewalk displays, sidewalk sale events, etc.	Recommendations and presentation of proposed changes to the Planning Commission and City Council for approval.	City	City, Chamber, Business Owners, DCED	Get message out that there will be a new safer downtown and seek opportunities to enhance downtown experience.
3-6 mo	Develop a business series or training program geared to help business owners prepare for the truck route by evaluating opportunities that businesses may be able to capitalize on.	Creation of a record of the training process including calendar of training topics, training materials, outcomes, and needed follow-up.	Chamber	City, Chamber, Business Owners, DCED	Create a plan to encourage the City and businesses to take advantage of less traffic and noise on Main Street
6-12 mo	Adoption of necessary zoning code changes identified in evaluation.	Updated zoning code	City	City, Chamber, Business Owners, DCED	Create a plan to encourage the City and businesses to take advantage of less traffic and noise on Main Street
12+ mo	Develop a downtown awareness campaign for local and regional audience to communicate events and bring awareness to improved downtown atmosphere. "Downtown Delta is somewhere you want to be, service like nowhere else, etc."	Media campaign with implementation plan, funding identified, and responsibility assigned.	Chamber	City, Chamber, Business Owners, DCED	Create a plan to encourage the City and businesses to take advantage of less traffic and noise on Main Street
12+ mo	Engage CCOD to develop a land use plan for the Truck Route that takes into consideration ways to enhance downtown while providing opportunities for additional business development along the Truck Route	Proposed land use plan that balances downtown business with future development potential	City	City	Create a plan to encourage the City and businesses to take advantage of less traffic and noise on Main Street
12+ mo	Build relationships with regional CDOT engineer and staff	Established regular communication with CDOT staff	City	CDOT	Consider swapping Truck Route with CDOT to allow for greater opportunities for pedestrian friendly design downtown
12+ mo	Engage CCOD to assist with development of a signage and wayfinding program	Signage and wayfinding program to be implemented upon completion of the Truck Route	City	City, Chamber, Business Owners	Develop a signage program to encourage trucks to utilize the bypass, but invites all other vehicular traffic into downtown.

12+ mo	Confirm CDOT design requirements and work to incorporate in design and build of Truck Route	Designation of Truck Route as Highway 50	City	CDOT	Consider swapping Truck Route with CDOT to allow for greater opportunities for pedestrian friendly design downtown
12+ mo	Fund and develop a media campaign targeting local and regional audience	Media campaign with implementation plan, funding identified, and responsibility assigned.	Chamber	City, Business Owners, DCED	Get message out that there will be a new safer downtown and seek opportunities to enhance downtown experience.
12+ mo	Develop regular retail events to draw foot traffic into downtown businesses	Annual Calendar and promotional materials	Chamber	City, Business Owners, DCED	Get message out that there will be a new safer downtown and seek opportunities to enhance downtown experience.
	<b>Parking</b>				
3-6 mo	Identify parking program for non-traditional visitors to the downtown	Signed and established parking for recreational users: boaters, larger recreational vehicles, cyclist. Provide special services that enhance experience.	Town Planner and Public Works Director	Chamber of Commerce, volunteers, Business and Property Owners.	Access and Parking
6-12 mo	Develop all new parking facilities to the identical standards, i.e., lighting, paving, striping, curbs, bumpers, drainage, and easy well-marked access while improving the general aesthetics of the downtown by screening parking lots and facilities with trees and shrubs in islands wherever possible.	New parking lots are built to new standards and seen as an attractive addition to City	Town Planner and Public Works Director	Chamber of Commerce, volunteers, Business and Property Owners.	Access and Parking
	<b>Identity</b>				
ongoing	Identify potential low-cost, short term projects to enhance the appearance of the commercial districts in downtown. Projects may include enhanced seasonal planting, storefront enhancement and changeable banners. Consider volunteers for planting and maintenance, and recruit support-funding from businesses and property owners. Consider advertising sales or sponsorship program for banner program.	Complete inventory of potential storefronts and banner locations within 180 days. Implement by Summer of 2011.	Town Planner and Public Works Director	Chamber of Commerce, Service Clubs, volunteers, Business and Property Owners.	Quality Community Design
1-3 mo	Define the Main Street within the context of its surroundings to help foster a unique identity for the Main Street while improving the interface with the existing community. The commercial area and adjacent community will form a continuous urban setting connected by open spaces, pedestrian and bicycle ways, and streets. At the same time, Main Street edges will be distinguished by gateways, landscape buffer zones, and changes in land use.	Distinguish City and Main Street boundaries by notable gateways and entrances. Landscape and design should be consistent with the character of Delta but compatible with the diversity of the adjacent neighborhoods. Develop boundaries to suggest active community engagement.	Town Planner and Public Works Director	Chamber of Commerce, volunteers, Business and Property Owners.	Quality Community Design
1-3 mo	Develop storefront enhancement program. Consider volunteers for design and maintenance, and recruit support-funding from businesses and property owners. Consider advertising sales or sponsorship program for storefronts program.	Empty storefronts are now attractive displays and change on a periodic basis; Promote special events	Chamber of Commerce	Chamber of Commerce, Delta Co. Tourism Board, Business and Property Owners.	Storefront Display.
1-3 mo	City should regularly enforce existing codes.	Derelict buildings are at minimum	Town Planner and Public Works Director	Business and Property Owners	Aggressive Control of Neglected and Blighted Properties.

6-12 mo	Engage the community and visitors in designing a Town Informational Kiosk and Map-Brochure	Kiosks that promote seasonal events, map the mural and art locations and direct visitors to more distant amenities such as the recreation center and regional trails. Announcement to the community, agenda for meetings, and report to the public on final design and placement. Increase access by printing material in multiple languages. Engage DCI, DOLA, or private firm to offer guidance or commentary on signage plan to ensure maximum impact and longevity.	Town Planner and Public Works Director	Chamber of Commerce, Service Clubs, volunteers, Business and Property Owners.	Signage and Identity
6-12 mo	Assess existing "Gateways" into Delta and identify affordable enhancements that can be made in the near future.	Identify the historic downtown and differentiate from entire City of Delta. Design the corner of First and Main Street with a unified image using high-quality landscaping and signage. Provide distinctive lighting levels at entrances. Provide unique signage that is simple, direct, functional, and well-designed at major vehicular entrances with a logo, entrance name, and direction to visitor parking.	CDOT, Town Planner and Public Works Director, Delta Co Tourism Board	Chamber of Commerce, Rotary Club, Lions Club, volunteers, Business and Property Owners.	Signage and Identity
	<b>Connections and Access</b>				
3-6 mo	Prioritize new trails, improvements and connectors defined in the Comprehensive Plan. Create list of prioritized projects to enhance trail connectivity through improved trail heads, parking enhancements, and signage improvements. Identify regional trail connections needed to complete or improve the system. Emphasis circuits that connect multiple amenities.	Completion of inventory and trails plan and contact potential partners to discuss options for funding enhancements. Develop plans to take advantage of recreational users and the potential opportunities.	Town Planner and Public Works Director	CDOT, Delta County, GOCO, USFS, BLM, Delta Co. Tourism Board	Enhance Multi-modal Trail Program
3-6 mo	<b>Pedestrian and Streetscape Improvements</b>				
3-6 mo	Develop Tree Canopy Master Plan ensure the health and maintenance of existing tree canopy	Complete inventory of for "Main Street" including existing and potential parking, access, signage, trees, and other amenities.	Town Planner and Public Works Director	CDOT, Chamber of Commerce, Service Clubs, volunteers, Business and Property Owners.	Public Right-of-way and Pedestrian Zone Improvements.
3-12 mo	Work with CDOT to develop specific optimum traffic and pedestrian solutions to the intersections that will be impacted by the truck bypass and the increased traffic on western side streets, while considering the traffic impacts on all intersections around the City.	Identify areas. Develop implementation guidelines	Town Planner and Public Works Director	CDOT	Public Right-of-way and Pedestrian Zone Improvements.
3-12 mo	Establish donor program for pedestrian zone improvements.	Promote a donor bench program.	Town Planner and Public Works Director	Service Clubs, volunteers, Business and Property Owners.	Public Right-of-way and Pedestrian Zone Improvements.
6-12 mo	Develop Main Street Design Guidelines for private and public properties and improvements. Include an implementation strategy that considers voluntary or regulatory approaches, design characters desired, and funding and implementation process.	Complete inventory of for "Main Street" including existing and potential parking, access, signage, trees, and other amenities. Identify shortfalls. Develop a master plan for new and needed improvements. Design Guidelines adopted by Town Council and announced to the community.	CDOT, Town Planner and Public Works Director	DOLA, Chamber of Commerce, Rotary Club, Lions Club.	Public Right-of-way and Pedestrian Zone Improvements.
12-24 mo	Consider and prioritize options and funding alternatives to maintain and improve streetscape amenities within historic downtown, include re-striping, medians, sidewalks, landscape improvements, furnishings, lighting, banners and signage.	Establish prioritization matrix for City improvements, adoption programs and volunteer opportunities.	Town Planner and Public Works Director	CDOT, DOLA, Governor's Energy Office, Colorado Historical Fund.	Public Right-of-way and Pedestrian Zone Improvements.
12-24 mo	Identify areas that could become safe and pleasant public spaces while considering existing land use. Formally designate open areas and create policies to ensure their preservation and maintenance. Design solutions should provide appropriate visibility and accessibility needed to create a secure environment that will increase safety and comfort in public spaces.	Identify areas. Develop implementation and maintenance guidelines. Complete inventory of for "Main Street" including existing and potential parking, access, signage, trees, and other amenities.	Town Planner and Public Works Director	Chamber of Commerce, Service Clubs, volunteers, Business and Property Owners.	Public Right-of-way and Pedestrian Zone Improvements.

<b>Financing</b>					
<b>Time</b>	<b>Action Item</b>	<b>Measurement of Success</b>	<b>Initiator</b>	<b>Potential Partners</b>	<b>Recommendation</b>
1-3 mo	Evaluate sales tax and determine if any portion can be dedicated to a downtown investment.	Recommendation of how much funding could be dedicated to downtown investment	City	Staff	Create a dedicated funding source to ensure long-term and consistent re-investment in downtown.
1-3 mo	Engage business owners to determine if there is interest/willingness to support returning sales tax vendor fees to a downtown investment fund.	Recommendation to proceed with necessary implementing procedures.	City or Chamber	City, Chamber, Business Owners	Create a dedicated funding source to ensure long-term and consistent re-investment in downtown.
1-3 mo	Re-establish a downtown investment program utilizing re-established downtown investment fund to include investment by the City and increased available funding for the façade improvement program.	Establishment of program goals, policies, and procedures.	City or Chamber	City	Create a dedicated funding source to ensure long-term and consistent re-investment in downtown.
1-6 mo	Evaluate other financing mechanisms, such as TIF, to determine if appropriate for Delta	Recommendations for types of funding to pursue	City	City, Chamber, Business Owners	Create a dedicated funding source to ensure long-term and consistent re-investment in downtown.
3-6 mo	If determined feasible, City Council should reflect a dedicated percentage of sales tax collection to a downtown investment fund within the annual budget.	Approval of the annual budget, or an amendment to the budget to create a dedicated downtown fund.	City	Staff, Council	Create a dedicated funding source to ensure long-term and consistent re-investment in downtown.
3-6 mo	If support exists to return vendor fees to a downtown investment program, adopt necessary resolutions/ordinances to implement, and include potential revenue in annual budget in a downtown investment fund.	Approval of necessary implementing resolutions/ordinances and annual budget	City	Staff, Council	Create a dedicated funding source to ensure long-term and consistent re-investment in downtown.
6-12 mo	Development of an implementation program to pursue other funding sources	Creation of a timeline, identification of stakeholders, outline of public involvement process, and identification of needed enabling procedures.	City	City, Chamber, Business Owners	Create a dedicated funding source to ensure long-term and consistent re-investment in downtown.
6-12 mo	Develop an annual and five year implementation plan that lists priorities and improvements for the City to pursue with established dedicated fund including promotion and establishment of retail events; evaluation of vacant/delapidated properties for acquisition; sidewalk, curb, gutter, landscaping, parking, and access needs.	5-year implementation plan that identifies projects, costs, and partners. Inclusion of annual project in the annual City budget.	City or Chamber	City	Create a dedicated funding source to ensure long-term and consistent re-investment in downtown.



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## SMALL TOWNS SHOP LOCAL CAMPAIGNS

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

### ***Shop Local Objectives***

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

### ***Steps to Successful Shop Local Program***

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

#### ***Step 1: Engage your stakeholders***

Reach out to all businesses, business support organizations (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



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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 you 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](mailto: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.



## **ELEMENTS FOR DOWNTOWN ECONOMIC & COMMUNITY DEVELOPMENT**

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

## MENU OF TECHNICAL ASSISTANCE

### ORGANIZATION

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

### PROMOTION

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

### DESIGN

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

### ECONOMIC RESTRUCTURING

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



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## Stake Holder Analysis

**Steps:**

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

Stakeholder for Project	Stake or Interest	Supportive of Project		Relative Importance	Potential Contribution or Withholding	Approach/Responsible
		Yes	No			



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## Identify Potential Volunteers by Stakeholder Groups

**Steps:**

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

Stakeholder Groups →	Business Owners	Property Owners	Neighborhood Residents	Government	Media	Utilities	Civic Groups	Youth/Schools	Preservationists	Financial Institutions	Religious Organizations	Design Professionals	Institutions	Community/Economic Dev. Organizations
↓														



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## Potential Project Partners

### Steps:

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

	Stakeholder groups →												
Projects/Events ↓													
Project Name...													
Project Name...													
Project Name...													
Project Name...													
Project Name...													
Project Name...													
Project Name...													
Project Name...													





## BASIC RESPONSIBILITIES OF NONPROFIT BOARDS

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

**Planning oversight and support:**

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

**Board effectiveness:**

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

**Growing pains:**

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

Weaning directors away from involvement in operations and management.

- Addressing the needs and problems of a large staff.
- Bringing aboard new people and new ideas.

## BOARD OFFICER JOB DESCRIPTIONS

**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.

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

2. The following descriptions were adapted from materials from BoardSource



## 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.



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# DIRECTOR ANNUAL EVALUATION

**Suggested Evaluation Procedure:**

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

Name:

Title:

I. Performance in major areas of responsibility

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

II. Comments about Staff Performance

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

IV. Identify any areas of performance which need improvement:

<p><b>V. SIGNATURES:</b> 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



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Name:

Title:

I. ONGOING RESPONSIBILITIES: summarize the basic and ongoing functions of the job that recur annually, as stated in the current job description:

II. 2011 SPECIAL ACTIVITIES: List 4 - 6 specific or measurable outcomes, results, and products to be achieved based on priority areas of work for staff:

III. 2010 EMPLOYEE DEVELOPMENT OBJECTIVES: List 1-2 skill-building activities:

IV. Signatures

\_\_\_\_\_  
Employee

\_\_\_\_\_  
Date

\_\_\_\_\_  
Supervisor

\_\_\_\_\_  
Date



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## SUCCESSION PLANNING MATRIX

Steps:

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

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



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

## HEALTH, HEALTHCARE, AND HEALTHY LIVING ASSESSMENT

The following recommendations are based on observations, community input, and/or secondary information sources, all of which stem from a community assessment of health, healthcare, and healthy living conducted 10/31 – 11/2/2010 for Delta and Delta County, done in conjunction with a community assessment conducted by Downtown Colorado, Inc.

Acknowledging that healthcare and local economies are intertwined, it is important to consider how the two interrelate. Developing the local healthcare system to its optimal level creates high-paying jobs, and helps ensure that healthcare dollars, as well as discretionary spending dollars remain local. Moreover, a well developed healthcare system makes the county more attractive as a place in which to open or grow a business that employs residents in all job sectors. Conversely, a strong local economy and well-developed local amenities and assets make communities more attractive to healthcare providers, who have little difficulty finding employment in whatever part of the state (or world) they would like to work.

This analysis is designed to provide a base from which a community action plan could be formulated. Colorado STRIDES has grant funding to help provide these services. For any questions, or for guidance about how you might move forward with any of this, please feel free to contact Clint Cresawn with Colorado STRIDES, at 800.851.6782, ext. 255.

### Strengths / Assets

- The federal Health Professions Shortage Area (HPSA) and state Medically Underserved Area (MUA) designations in Delta County currently enable you to apply for grant funding and other resources that can facilitate hiring and retaining healthcare providers and improve healthcare infrastructure
- Some pipeline programs to “grow your own” healthcare providers already exist
- Parks, trails, golf course and other forms of outdoor recreation offer a number of opportunities for exercise for many residents
- Downtown walking tour
- Great community gathering places, both indoor and outdoor – i.e. the Rec Center, numerous restaurants and parks
- A new and beautiful hospital
- Healthy and “from scratch” cooking in school cafeterias
- Free / reduced price school lunch program

### Weaknesses

- When people leave the county for healthcare services, in addition to their healthcare dollar, the county often loses dollars associated with shopping, eating out, hotel, etc. This healthcare leakage is evident in that neighboring counties reference needing to provide primary care for Delta County residents as justification for their asking for assistance
- Perceived lack of adequate number of healthcare providers – particularly dental and mental health providers. This meshes with Delta County’s current federal Health Professions Shortage Area (HPSA) and Colorado Medically Underserved Area (MUA) designations
- Healthier food options can be cost prohibitive for low income residents. Some residents don’t have direct access to food without assistance

- Lack of daily Physical Education programs in schools
- Many cultural issues and personal choices can interfere with healthy food and healthy living choices
- Public transit, particularly non-emergent medical transportation, is lacking for some people
- Many people who lack medical coverage forego preventative and routine care, only to present in the Emergency Department for treatment after their condition has worsened

### Opportunities

- Decreasing healthcare dollar leakage – keeping residents' healthcare dollars (and associated dollars) in the county as often as appropriately possible
- Considering a community foundation to raise and leverage funds to enhance community infrastructure, provide business start-up microloans, bolster healthcare infrastructure and workforce pipeline activities. This also helps stem the transfer of wealth from Delta County to urban areas as wealth transfers from the elder generation
- Developing a regional healthcare provider recruitment / marketing piece
- Utilizing scholarship dollars for support of local students interested in healthcare education
- Developing programs to encourage youth and adults in career transition to consider healthcare careers, including volunteer programs at local hospital, clinics, hospice, long term care, dental office, etc
- Encouraging youth to consider studying for careers which they can practice in Delta County, including healthcare careers, thus challenging the belief that there are no opportunities for youth to remain in / return to Delta County
- Developing additional resources for preventative care and healthy living
- Improving infrastructure for healthy living – developing community gardens, continuing to connect trails, adding exercise stations to paths, assuring that exercise options for the differently abled exist
- Supporting school systems in offering healthful foods to students. Exploring options for supporting the schools' Ag programs in providing fresh fruits and vegetables for the schools and/or for low income families
- Providing more information to students and all residents regarding healthy living/healthy eating
- Adding exercise stations along sidewalks and trails
- Enhancing "farm to plate" programs and local food systems
- Exploring ways in which education provided to kids in relation to health and well-being can also be exploited in order to benefit their families as well
- Continuing to explore methods to reduce obesity, particularly childhood obesity
- Investigating ways in which, in addition to supporting positive change in behaviors related to health, the community can empower individuals and encourage personal responsibility in relation to health
- Developing social messaging that makes healthy living appealing, and places sedentary lifestyles outside of "what's cool"
- Increasing the percentage of residents taking advantage of immunizations
- Considering adding exercise stations along the downtown walking tour
- Communication among different healthcare providers and the public to assure that expansions are in line with community needs and collaborative rather than competitive
- Exploring additional ways in which various types of healthcare providers can further collaborate for the good of patients
- Improving services for elders, helping assure health and well-being
- Reaching out to immigrant population, in order to provide information about access to care and services
- National healthcare reform may include some components that favorably impact Delta County

### Threats

- Economic environment in Delta County can make recruiting healthcare professionals challenging
- Medicaid reimbursement rates make provision of care for Medicaid patients fiscally undesirable for all types of providers

- It can be difficult to find clinical placements for healthcare students who need to further their education through hands-on practice
- Many nurses currently in practice will be retiring very soon, with fewer students in the pipeline to replace them
- Changing personal behaviors as relates to healthy living is an individual choice, making it difficult to influence, until we make healthy living the easy choice
- The county doesn't have the same resources as urban areas
- National healthcare reform may include some components that unfavorably impact Delta County
- Even if the Patient Protection and Affordable Care Act (PPACA – a.k.a. national healthcare reform) is successfully implemented, there will still be a large number of uninsured, assuring there will still be a necessary role for safety net healthcare providers – though perhaps even less support.

## **Recommendations**

### ***Recruitment and Retention of healthcare providers***

- o Consider requesting free training from Colorado Provider Recruitment or another program on provider recruitment and retention, including the community's role
- o Connect with your local Workforce Center, to involve them in recruitment for healthcare providers
- o Consider ways of recruiting collaboratively, with various facilities working together to bring providers into the community, as opposed to each facility working only for itself
- o Develop a committee to deal with recruitment and retention of healthcare providers – and their families. Include members of the community – a realtor, an educator, a representative from higher education, a representative from the local arts/cultural scene, a banker, someone representing the religious community, a community leader, an elected official, someone well placed to help integrate the provider and family into the social fabric of the community, etc
- o Develop a local incentive program to help retain providers
- o Begin to look at succession planning for existing healthcare providers
- o Discuss recruitment of National Health Services Corps Scholars and Educational Loan Repayment recipients with Colorado Provider Recruitment and the Primary Care Office
- o Identify where health professions students could get practical experience within the community – they benefit from hands-on learning, while you benefit from free labor. This would include medical, pharmacy, nursing, public health, and dental students. Find ways as a community to nurture relations with these students, in order to bring them back to work after they complete their training
- o Investigate a cooperative agreement between healthcare training programs and local healthcare facilities, where the facilities might support scholarships and provide clinical experiences for students in exchange for the students agreeing to work there later

### ***Scholarships / Growing your own***

- o Develop mechanisms to connect youth with scholarship dollars
- o Develop mechanisms to connect current healthcare workers with scholarship dollars to help them gain additional skills and move up the career lattice

- o Explore ways to connect high-performing students, as well as students currently performing poorly, with opportunities to volunteer in healthcare settings
- o Explore ways to connect adults interested in healthcare careers with volunteer opportunities
- o Investigate program offerings from the Western Area Health Education Center, designed to engage students and adults who have aptitude or interest in health professions

### **Healthy Living**

- o Explore possible funding to allow for “scholarships” for the rec center for low income residents
- o Bring in the local Extension Agent to discuss development of a program to teach community members how to prepare food using fresh fruits and vegetables
- o Consider working on a community plan for healthy living that LiveWell Colorado might fund
- o Connect the different trails in the area, perhaps applying for GoCO or LiveWell Colorado funding

### **Healthcare Infrastructure**

- o Develop a “medical home” or “medical community” model that encourages patients to access all care in a coordinated, cost-effective fashion
- o Bring the Area Agency on Aging, local transit organizations and other organizations into a discussion of further enhancing non-emergent medical transportation for all residents
- o Identify ways to more closely align healthcare, social services, and not-for-profits when tackling community issues
- o Consider developing a “Rural Health Network” as a channel through which to respond collaboratively to the area’s healthcare needs
- o Explore feasibility of developing a community paramedicine program

### **Healthcare Reform**

- o Follow and proactively respond as a community to both positive and negative aspects of national healthcare reform. There are a number of non-partisan organizations who might help with this effort with whom we can connect you. In many ways, the local response to healthcare reform will affect to what degree reform is a positive or a negative for your county

***For more information, questions, or comments, contact Clint Cresawn at 800.851.6782, ext 255.***

*Colorado STRIDES is a program of the Colorado Rural Health Center  
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## 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 options on the following page when reaching out to encourage greater community participation.

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.



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



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## SAMPLE PRESS RELEASE

FOR IMMEDIATE RELEASE

CONTACT: **NAME, TITLE**  
**CITY**  
**PHONE, EMAIL**

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

**CITY NAME – Month XX, 2011** – 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, 2011**. Local organization representatives, business owners, property owners, and residents are encouraged to participate in focus groups on **Month X, 2011**.

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](http://www.downtowncoloradoinc.org).



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## 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"/> County Government           |
| <input type="checkbox"/> Youth               | <input type="checkbox"/> Local Government            |
| 1. Special Interest: students                | <input type="checkbox"/> Community partners/agencies |
| 2. Veterans                                  | <input type="checkbox"/> Neighboring Communities     |
| 3. Retirees                                  | <input type="checkbox"/> Educational institutions    |
| 4. Local Non-Profits, Churches, Associations | <input type="checkbox"/> Developers                  |
| 5. Business Owners                           | <input type="checkbox"/> Media                       |
| 6. Property Owners                           | <input type="checkbox"/> Boards & Commissions        |
| 7. Downtown Employees                        | <input type="checkbox"/> Other                       |

## Geographic:

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

## Message to communicate:

1. Talking point 1

2. Talking point 2

3. Talking point 3

## Desired result

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



**Outreach to Consider:**

**Face to Face Community Engagement**

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

**Media Options to be used**

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

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

Social Media (coordinated by Dan Rowland)

12. Website (internal/ external)
13. Blogs
14. Facebook/Twitter/Youtube
15. LinkedIn

**Handouts and other collateral to be used**

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

**Internal communications**

1. Organizational
2. Town-wide
3. Department Internal Site (SharePoint)
4. All County
5. Employee Meetings, Picnics
6. Employee Recognition Events

**Distribution:**



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## ORGANIZATIONS TO REVIEW

(Information, Technical assistance, Funding)

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

# Community Revitalization Partnership Program

November 1-2, 2010

Sponsored by the Colorado Department of Local Affairs working in partnership with Downtown Colorado, Inc. and the City of Delta.

This program is partially supported by the State Historical Fund.

Downtown Delta



# Impacts of Downtown

- Maintain Character & Identity
- Community Engagement
- Structure for Inviting Participation
- Increased Partnership & Collaboration
- Reduced Duplication/Streamlined Service Provision
- United Fundraising Efforts

Downtown Delta



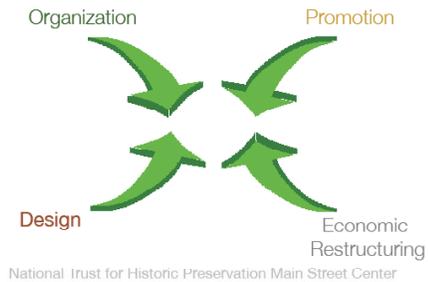
# Team Members

- Ingrid Borreson, UCD
- Elyse Ackerman-Casselberry, DOLA
- Katherine Correll, DCI
- Clint Cresawn, Colorado STRIDES
- Christy Culp, DOLA
- Leslie Hentze, DOLA
- Richard Sales, CCCD
- Pattie Snidow, USDA
- Carol Sperat, StudioBridge

Downtown Delta



# Main Street Four Point Approach



Downtown Delta



# Participating Stakeholders

- BLM
- Business Owners
- Chamber of Commerce
- City Council
- City Staff and Department Heads
- Civic/Non Profit Organizations
- CO State Parks
- Commercial Property Owners
- Community members at large
- County Commissioners
- DCED
- Durable Medical Equipment Providers
- Home Health Care Providers
- Hospice Care Providers
- Library District
- Long Term Care Providers
- Municipal Planning Department
- Residents
- Tourism Council
- Trails Group
- US Forest Service

Downtown Delta



Academy for Community Engagement

Downtown Delta



# Downtown Colorado, Inc. (DCI)

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

Advocacy & Information Membership		
<u>Education</u> Annual Conference Issue Forums Downtown Institute	<u>On-Site Tech Assistance</u> Panel Discussions, Training, and Downtown Assessment Teams.	<u>Program Participation</u> "Main Street" Program Development & Improvement Districts Program

Downtown Delta



# Organization

**Observation:** Delta has a history of success when community is able to combine resources and develop clear processes for harnessing resources and managing communication

## Recommendations

- Revisit past successes
- Identify one downtown champion
- Develop a point person & develop regular communication process
- Hold regular monthly/quarterly meetings between the city and businesses.

Downtown Delta



## Coalitions and Partnerships

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

Downtown Delta



## Economic Restructuring

**Observation:** The community is lacking a clear understanding of markets and market potential of the region

**Recommendations:**

- Assess inventory of amenities including theater, drive-in, museum, library, school district, murals, sculptures, golf courses, wineries, agri-tourism in North Fork, Grand Mesa and consider complimentary services that tie them together
- Conduct a market analysis
  - Assess how to best capitalize on the truck bypass
  - Consider small, multi-functional retail
- Locate public lands information center in downtown
- Expand primary employment opportunities

Downtown Delta



## Organization

**Observation:** There are a lot of human resources in the town that are not working in a coordinated manner

**Recommendation:** Develop a volunteer recruitment, training, and management program working with students, seniors, and major employer groups to focus on downtown initiatives

Downtown Delta



## Promotion

**Observation:** Delta's stated identity doesn't rise to the quality of the community

**Recommendation:** Create an identity/brand for the downtown that reflects the reason to be or shop downtown

**Observation:** Marketing materials for the community are limited in scope and do not reach multiple target audiences

**Recommendation:** Utilize lodging tax to create a Delta website and social media

Downtown Delta



## Volunteer Identification

Person	Skill	Fund-raising	Accounting	Graphic Design	Marketing	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					

Downtown Delta



## Public Relations and Outreach

### Communications Strategy

	Website	Social Media	Advertising	
AUDIENCE	Everyone	Website for communities or projects to market.	<ul style="list-style-type: none"> <li>Linked to website</li> <li>Communicate up-to-date information</li> <li>Youth involved</li> </ul>	<ul style="list-style-type: none"> <li>Identify and branding</li> <li>Engage the community in joint marketing campaign</li> </ul>
	Community	<ul style="list-style-type: none"> <li>Community news and projects</li> <li>Community resources</li> <li>Newsletter opt-in</li> <li>Community business listings</li> </ul>	<ul style="list-style-type: none"> <li>Highlight successes</li> <li>Invite input</li> <li>Ask for support</li> <li>Link to similar projects</li> </ul>	<ul style="list-style-type: none"> <li>Bill stuffers to promote community events and business</li> <li>Community member discount cards</li> </ul>
	Partners	<ul style="list-style-type: none"> <li>List and link all partners</li> <li>Create partner information downloads</li> </ul>	Consistent sharing of up to date information on project and about partners	Utilize other advertising initiatives to promote your project

Downtown Delta



## Organization

**Observation:** There are no dedicated funds for downtown

**Recommendation:**

- Consider creation of a per room city lodging fee
- Create a dedicated funding source to ensure long-term and consistent re-investment in downtown
  - Portion of Sales Tax
  - Tax infrastructure financing (TIF) as funding sources

Downtown Delta



## Promotion

**Observation:** Information on where to find businesses is limited in the downtown area

**Recommendation:** Create a directory of Main Street businesses and attractions

**Observation:** Delta has tourism opportunities they are not fully capitalizing on that would keep visitors in the area longer

**Recommendation:** Connect to agricultural, eco, and heritage tourism opportunities

Downtown Delta



## Promotion

**Observation:** The community is ignoring certain assets that could be marketed to different audiences year round

**Recommendation:** Utilize an amenity inventory and use it to develop targeted materials

**Observation:** The events that take place in town are not meeting the needs of all the community members.

**Recommendation:** Identify objectives and strategies for event management

Downtown Delta



## Health Care

- **Observation:** Limited ways to donate and leverage money for the good of the community

- **Recommendation:** Consider formation of a community foundation

Downtown Delta



## Strategic Event Matrix

Objective Event	Community/Image	Kids	Fund-raising	Traffic Generating	Promotes Retail	Restaurants	Downtown
Deltarado	X	X		X			
Boo Bash	X	X					
Parade of Lights	X			X			X
Farmer's Market				X			
Pow Wow	X	X		X			

Downtown Delta



## Health Care

- **Observation:** Access to fresh fruits and vegetables is difficult for some residents

- **Recommendation:** Work with the school system to explore developing a program where the Ag program can grow and distribute produce to people living in poverty

Downtown Delta



## Health Care

**Observation:** Delta County unnecessarily leaks healthcare dollars into neighboring areas

**Recommendation:** Extend "Delta Dollars Buy Local" Program to encompass appropriate healthcare services as well

**Observation:** Delta County and the region lack adequate numbers of healthcare providers

**Recommendation:** Develop a regional recruitment / marketing piece and collaborate on recruitment efforts

Downtown Delta



## Design

**Observation:** The aesthetic beauty of the downtown commercial and residential areas is currently diminished due to incomplete programs and actions

**Recommendations:**

- Public Right-of-way and Pedestrian Zone Improvements
- Coordinated signage and identity program
- Identify long and short-term projects i.e. Storefront Display
- Aggressive Control of Neglected and Blighted Properties

Downtown Delta



## Health Care

**Observation:** Delta County and the region lack adequate numbers of healthcare providers

**Recommendation:** Develop a regional recruitment / marketing piece and collaborate on recruitment efforts

**Observation:** National Healthcare Reform is – at best – a mixed blessing. Results will vary, community to community, based on how well they are prepared

**Recommendation:** As a community, understand the implications of healthcare reform and prepare for local implementation

Downtown Delta



## Design

**Observation:** Recommendations will focus on creating an action-oriented strategy that will enhance existing programs and programs for greater impact.

**Recommendations**

- Promote Quality Community Design
- Branding Program
- Convenient Access and Parking
- Enhance Multi-Modal Trail Program with Partnerships
- Engage with Locals and Visitors in Multiple Venues

Downtown Delta



CANON CITY conceptual entry features

**MATERIALS:** TRAFFIC SIGNAL CONCRETE AND GLASS FOR SIGNALS AND SIGNS

**Multi-Use Town Sign**  
Can be used throughout town to distinguish between different districts and attractions in Delta, Delta, Industrial, Recreation and Historic Downtown. The sign can provide instructions to turn off the highway to reach these destinations

**MATERIALS:** OPTION 1: BLUE ENAMELED COLORED METAL INTERIOR, TAN STONE OR GLASS FOR THE GLASS

**MATERIALS:** OPTION 2: BLUE ENAMELED, TAN RED METAL INTERIOR, TAN STONE OR CONCRETE, AND GLASS OR STONE SLAB.

SIGN

**Downtown Delta**

## Historic Preservation

Consider how best to shape your appearance

- Main Street Designation
- Certified Local Government Certification
- Historic District
- Overlay District
- Strengthen Design Guidelines and Design Review

**Downtown Delta**

## Design

**Observation:** Careful planning is needed to ensure continued success downtown after the bypass.

**Recommendation:**

- Seek opportunities to advertise and enhance the new safer downtown
- Create a signage program that will direct traffic
- Create a plan for how businesses and the City can take advantage of less traffic and noise on Main Street
- Outdoor seating areas, creation of sidewalk events, installation of additional public art, and enhancement of the downtown walking historical tours
- Pedestrian oriented design
- Confirm CDOT requirements to support swapping the highway

**Downtown Delta**

## How can we fund it?

**Downtown Delta**

## Historic Preservation

**Observation:** Delta has proven success with cash match façade improvement program

**Recommendation:** Reinvigorate façade improvement program to include the following:

- Design Guidelines
- Rear entrances and alleyways
- Signs and Awnings

**Downtown Delta**

## Funding Mechanisms

**OPERATING, MARKETING & PROMOTIONS**

- Repeal of sales tax vendors fee
- Research and understand the intent of events, booth fees
- Heritage Tourism Office/Colorado Tourism Office
- Identify Community Champion
- Downtown Development Authority
- Urban Renewal Authority
- Business Improvement District
- Research grant opportunities for secondary support staff
- Region 10 and Enterprise Zone Tax Credits.

**PUBLIC INFRASTRUCTURE & DESIGN**

- Tax Assistance from General Funds
- Energy and Mineral Impact Assistance Funding for public infrastructure
- State Historical Fund façade matching grant

**Downtown Delta**

## Historic Preservation

**Empty Storefront Activation**

- Work with volunteers, possibly partner with school children to create window displays.
- Host clean-up days to remove trash and make minor repairs and improvements

**Downtown Delta**

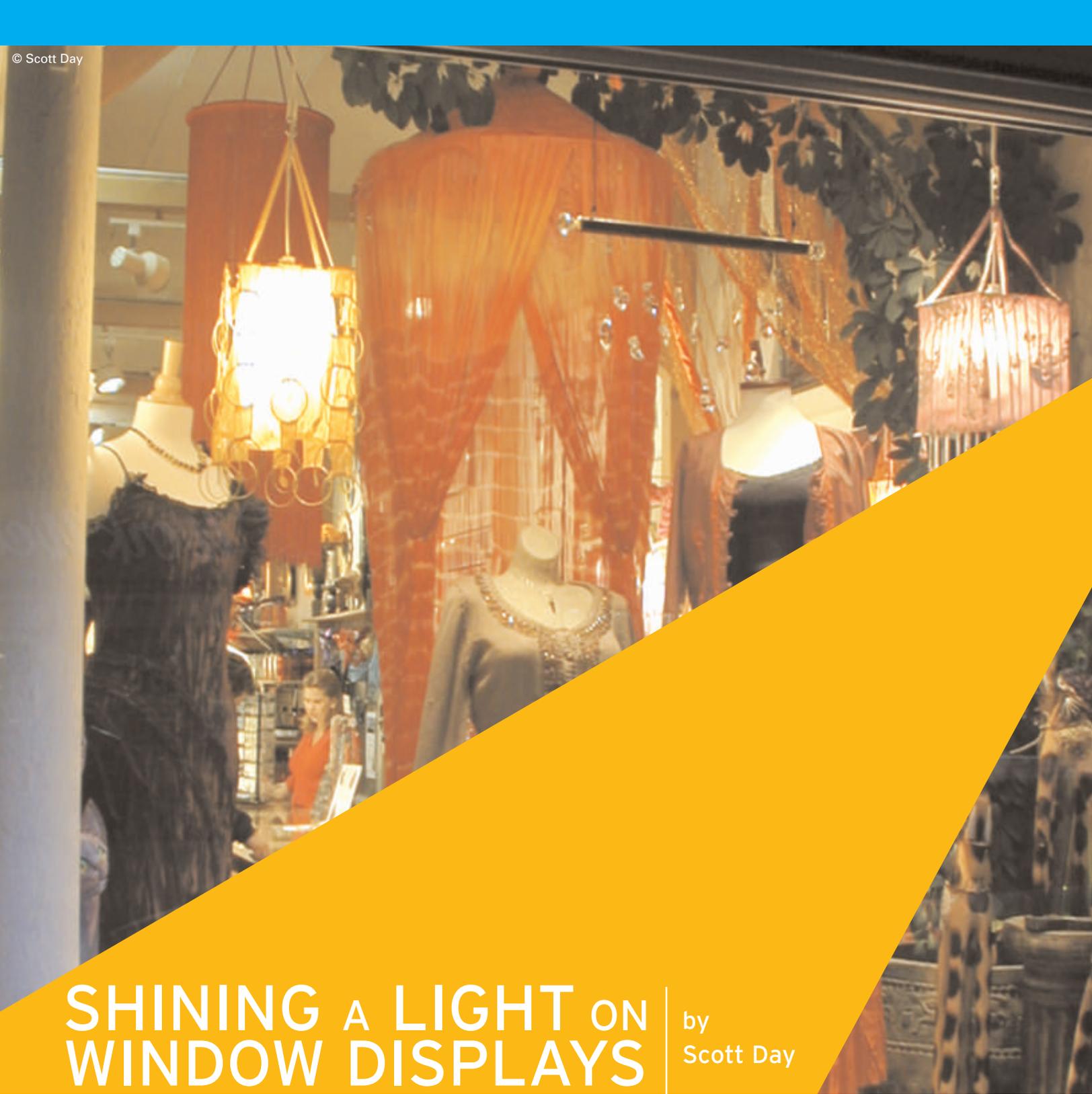
## Funding Mechanisms

**BUSINESS DEVELOPMENT & ECONOMIC RESTRUCTURING**

- Governor's Office of Economic Development and International Trade
- Delta County as Enterprise Zone
- Environmental Protection Agency (EPA) Brownfields Program
- Governors Energy Office (GEO)
- Small Business Administration
- USDA Rural Development
  - Business Enterprise Grant
  - Rural Business Opportunity Grant
  - Rural Microenterprise Assistance Program
  - Energy Efficiency for Commercial Buildings
- Other Resources:
  - Downtown Colorado, Inc.
  - Colorado Development Network (CDN)
  - Colorado Brownfield Foundation (CBF)
  - Colorado Rural Development Council (CRDC)

**Downtown Delta**





# SHINING A LIGHT ON WINDOW DISPLAYS

by  
Scott Day

Small business owners have enough challenges to deal with, so do they have to work in the dark, too? Window display lighting is probably the number-one visual merchandising problem of all small businesses. The lighting and layout of window displays, along with other merchandising techniques, have a major impact on how well a business reaches its target market.

Why worry about the display windows in your business district? Attractive windows speak volumes about the quality and positive impressions your Main Street will make on the public, and they motivate potential customers to stop and enter a store instead of walking by.

Installing new window displays is a challenge in creativity that some business owners dread more than a trip to the dentist. But, it is a challenge worth accepting as I constantly hear from merchants that their windows are their best form of advertising. In fact, many will say: "If I put it in the window...it sells!"

It's therefore important to help your merchants understand that windows are like free billboards that come with the retail space. Great-looking windows can sell the items they display and sell the public on the store's, and Main Street's, positive image. Imagine the synergy if people start talking about what's happening in Main Street windows. Because another successful form of advertising is word of mouth, we've hit nirvana if people find the displays interesting enough to discuss.

## THE MAKINGS OF A GREAT WINDOW

What makes a good window display? The first thing to consider is whether the items on display can be seen from across the street. This means the design needs to be simple, bold, and compelling to get people to notice it from afar. The second truly defining measure is: does it sell merchandise? Just because it looks good doesn't mean it sells well and a good window display will do both. The marketing goal of a window is to attract the right target audience by using the appropriate visuals and lighting. Lighting is a key determination of price point in a customer's mind; people associate fluorescent lights with lower price points and associate dramatic lighting and spotlights with higher price points. Third, a good window display will communicate its message in 5 seconds since that is how much time the storefront has to capture motorists' attention.

However, a window has only 2.5 seconds to capture a pedestrian's attention. A key to capturing the attention of passersby is good lighting. Many business owners only turn on their show window lights at night to save energy. Contrary to this practice, businesses should leave their lights on throughout the day as well. Why? Unless the store has enough light behind the display window, the glass will be too reflective in daylight and will act as a mirror. If the lights aren't on, reflections, not merchandise, will be what people see. And if the glass is dusty, people won't be able to see what's being displayed unless they are right in front of the storefront. Therefore, merchants need to understand that lighting the display window during the day is essential to reduce glare. Now the question becomes: how does the business maintain energy efficiency and how much light is necessary?

## ENERGY-EFFICIENT LIGHTING

There are several ways to make lighting energy efficient. One easy method is to use timers so that after hours the lights in the window are reduced to just a couple of accent lights. But there are also different types of bulbs that can be used. Low-voltage halogen lights not only show the true color of merchandise but, as they are also made to be energy efficient, they can reduce lighting costs. On the other hand, halogen bulbs can throw off heat, which can add to air conditioning bills, so a merchant needs to pay close attention to the number of bulbs and where they are placed. Low-voltage halogens put out enough light to illuminate merchandise from about five feet away. Beyond this distance, they become less effective unless several are used, which in turn creates additional heat and requires more energy.

More recently, fluorescent spotlights have come on the market. This is a bit of an oxymoron because fluorescents don't have filaments that emit a direct beam of light. They actually emit a light pattern that is similar to a flood light, and not nearly as concentrated as a spotlight. I prefer to use traditional incandescent or halogen spots because they do a better job of reducing the mirror-like qualities of the display window. If fluorescent spots are used, they should be set relatively close (5 to 6 feet) to the merchandise that will be illuminated. When helping your merchants select the most appropriate lights, keep in mind that an incandescent 75-watt spotlight can knock out merchandise from 8 to 10 feet away and a 75-watt halogen spot (which is not the same as a low-voltage halogen) can illuminate merchandise from about 12 feet away because it has a more concentrated beam. A 75-watt halogen will also emit more heat, so pay close attention to their number and placement.

Another technique to increase the energy efficiency of window display lighting is to raise the height of merchandise with risers so items are closer to the light source. The shorter the distance the light travels to illuminate the objects, the more concentrated the beam of light will be. This lights up the object better without requiring a high-wattage bulb. Ideally, the merchandise in a store window should be in the customer's primary line of sight, which is about 3.5 to 5 feet above the floor. This positions merchandise above the height of hoods of cars parked along the street in front of the store.

Another energy-efficient lighting option is to include lower wattage accent lights in the display so the light only has a short distance to travel to illuminate the merchandise. These accent lights can be in the form of small table lamps, "can lamps" that provide eye-catching light from below, or clip-on accent lights. Since they're lower wattage, they use less energy.

A new entry on the market is a small, low-voltage halogen can lamp, which is about the size of a tennis ball and can swivel. A neat feature of these lamps is that they come equipped with an automatic pressure switch so that if they're knocked over they automatically turn off. To be on the safe side, however, because they will generate a significant amount of heat, these lamps should be mounted so that they can't be knocked over and should be kept away from all flammable substances.

Merchants should always install new lighting fixtures according to the manufacturer's instructions or hire an electrician. They should also check the heat a new fixture or bulb emits to make sure it's not getting too hot after installation. If new fixtures of different amperage are being installed on existing circuits, it is advisable to have a qualified electrician to do the work.





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This window display uses a combination of halogen lights and smaller incandescent lights that are placed closer to merchandise. Items that are actually for sale are used as part of the display.



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This store owner uses 40-50 watt halogen lights that are placed close to the merchandise (about 4 feet) to highlight the items in the window while reducing the need for higher wattage bulbs.



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This store uses all halogen track lights along the front of the window. It also creates good transparency in design because only about one-third of the display space is occupied with objects, allowing people to see all the way to the back of the store from the sidewalk.

## MIX UP THE LIGHTING SCHEME

Ideally, when a merchant changes a window display, the lighting should be adjusted to highlight the new objects and call attention to them. This may or may not require a new combination of lighting, depending on how the objects are placed in relation to the lights. Typically, this involves adjusting the angle of any spotlights and adding new accent lights. A new lighting combination can create a different visual effect and get people to notice the store. This strategy reinforces the concept of the window display being a key part of the street's overall theatrical qualities. You wouldn't want to go to a theater more than once if it was always showing the same production. Changing window displays every few weeks and altering the lighting will consistently grab the passing customer's attention.

## LOOKING GOOD FROM THE INSIDE OUT

Merchants shouldn't rely solely on the standard window lights that are basic features of a building. If the general contractor or building owner only installed a couple of recessed lights set two feet back from the display window, the configuration will do little to show off merchandise or reduce glare. These lights will only highlight the bald spots of the mannequins in the window and won't do the merchandise justice or capture the attention of shoppers. Display lights should be as close to the front window as possible so that the merchandise is lit from the front – no less than a 15-degree angle.

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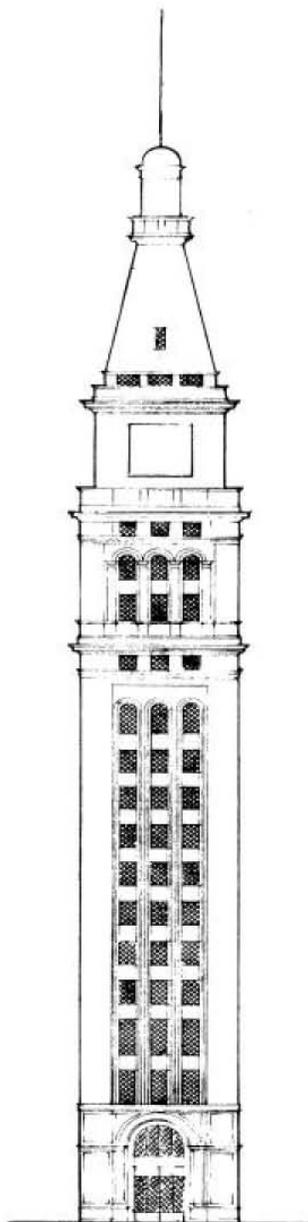
Transparency is important in planning a window design. If the lighting looks great from the sidewalk and the display is intriguing, merchants should further entice potential customers by letting them see inside the store. If merchandise is stacked as a solid mass in the window or too much is being displayed, it will block all views of the interior. Merchandise should fill no more than 30 percent of the glass area of a display window so the customer can see around it into the store. While the display creates intrigue, the merchandise behind the window display should build on this play. Perception of safety is another reason. People typically are more reluctant to enter a space if they can't see into it. For these reasons, dissuade business owners from installing smoked, tinted, or mirrored glass when rehabbing a storefront because it will prevent shoppers from seeing inside.

In conclusion, merchants need to have a variety of lights at their disposal to establish the appropriate mood for each new window display and match the illumination with the new configuration. By expanding beyond basic lighting options, a business owner can create a storefront window that has visual interest and won't lose potential customers to glare. A variety of spotlights, floodlights, accent lights, clip-on lamps, and bulbs will enable merchants to create eye-catching window displays that will entice people walking or driving by. And, be sure to remind your Main Street merchants to have a qualified electrician examine new lights and periodically check to see if any objects have shifted and are touching the bulb, thus creating a risk of fire. ■

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# Colorado Certified Local Government Handbook



Colorado Historical Society

**COLORADO HISTORICAL SOCIETY**

Office of Archaeology and Historic Preservation  
1300 Broadway  
Denver, Colorado 80203

**COLORADO CERTIFIED LOCAL GOVERNMENT  
HANDBOOK**

1985

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## PREFACE

In 1966, Congress passed the National Historic Preservation Act, giving preservation a high national priority and establishing programs to encourage the preservation of historic properties. One of these programs was the establishment of State Historic Preservation Offices, administered by gubernatorially appointed State Historic Preservation Officers (SHPOs) and funded by the Department of the Interior through the National Park Service. Each state developed an integrated program to address state and national preservation concerns. In Colorado, the state program is administered through the Colorado Historical Society's Office of Archaeology and Historic Preservation which:

- Surveys and maintains an inventory of historic properties.
- Nominates properties to the National and State Register of Historic Places.
- Maintains a State Historic Preservation Plan.
- Reviews federally funded or licensed projects for impact upon historic properties.
- Certifies historic rehabilitation work for federal and state tax credits.
- Provides technical assistance and guidance to federal, state and local government agencies, organizations and individuals.
- Administers historic preservation covenants.

The success of the federal-state relationship prompted Congress to expand the partnership to include local governments in 1980. Both the SHPO and the National Park Service certify local governments to participate in this partnership if they meet certain requirements. In 1992, Congress passed additional amendments that relate to local government programs.

The purpose of this document is to outline how Colorado implements the Certified Local Government (CLG) partnership.



## I. PURPOSE OF THE CLG PROGRAM

The CLG program seeks to encourage and expand local involvement in preservation issues through a partnership between the CLG and the SHPO. To strengthen existing local preservation programs and to catalyze the development of new ones, CLGs are eligible to apply annually for no-match grants from a designated CLG fund. Also, local landmarks of CLGs are eligible for Colorado's state historic income tax credit of 20% or \$50,000, whichever is less, of the cost of qualified rehabilitation. CLGs assume a leadership role by identifying, evaluating and protecting historic resources within their communities; receiving technical advisory services from the SHPO; and having a formal role in the National Register process.

CLGs can opt to assume other responsibilities such as participating in the review of federal projects, reviewing state tax credit projects and administering covenants. If they wish, CLGs can terminate these responsibilities in an orderly way or terminate their CLG status altogether.

### **The five CLG Program Goals are:**

- Historic preservation issues should be understood and addressed at the local level and then integrated into the local planning and decision-making process at the earliest possible opportunity.
- The interests of local governments should be integrated into the identification, evaluation, nomination and protection processes of the SHPO.
- Local governments should develop local preservation efforts that contribute toward and benefit from state and federal preservation programs.
- Participation by local governments should enable federal and state governments to recognize and support local preservation efforts and to use and communicate information developed by them.
- Participation by local governments should result in an increase in awareness of local preservation issues, programs, policies and procedures by federal and state government agencies.



## II: ELIGIBILITY

Any general purpose subdivision of the state, such as a city, town or county, which meets the criteria set forth in this document, is eligible to apply for certification.

## III. REQUIREMENTS FOR CERTIFICATION OF LOCAL GOVERNMENTS IN COLORADO

Five broad federal standards, all of which must be met by a local government seeking certification, are amplified by the specific Colorado CLG requirements. National Park Service requirements are listed below by letter and Colorado requirements by number.

### A. **THE LOCAL GOVERNMENT MUST ENFORCE APPROPRIATE STATE AND LOCAL LEGISLATION FOR THE DESIGNATION AND PROTECTION OF HISTORIC PROPERTIES.**

1. Each CLG must enact a local ordinance or resolution which provides a legal framework for a preservation program that substantially achieves the purpose of designating and protecting buildings, sites, structures and districts of historic, architectural and archaeological significance in conformance with definitions set forth in Section 101 (c) (4) of the National Historic Preservation Act of 1966, as amended, and 36 CFR 61 (e) (1).
2. The local ordinance or resolution shall meet the statutory requirements of all applicable Colorado laws which authorize local governments to designate and protect historic, architectural and archaeological resources (CRS 24-65.1-101 et seq.; CRS 29-20-101 et seq.; and CRS 30-11-107 (1) (bb)).
3. Minimum requirements for the local ordinance or resolution are as follows:
  - A Statement of Purpose.
  - Establishment of a historic preservation commission including membership, duties and terms of appointment.
  - Criteria and procedures for designation of buildings, sites, structures and districts.
  - Definition of actions that require review by the historic preservation commission.
  - Standards, criteria and procedures for review of alterations, demolitions or new construction in the jurisdiction of the CLG which must be consistent with the Secretary of the Interior's Standards for Treatment of Historic Properties.



**B. THE LOCAL GOVERNMENT MUST ESTABLISH AN ADEQUATE AND QUALIFIED HISTORIC PRESERVATION COMMISSION ESTABLISHED BY LOCAL ORDINANCE.**

1. Each CLG shall have a commission with a minimum of five members. The commission's geographic area of authority shall be coterminous with the boundaries of the local government's jurisdiction. All commission members must have a demonstrated interest, competence or knowledge in historic preservation.
2. The commission shall be composed of both professional and lay members and shall be selected, as much as possible, from fields of history, architecture, landscape architecture, architectural history, prehistoric or historic archaeology, planning, or related disciplines such as the building trades, cultural geography, cultural anthropology, real estate or law. Information on the credentials of the commission members should be kept on file and available to the public.
3. At least 40% of commission members shall be professionals in preservation-related disciplines such as architecture, landscape architecture, architectural history, archaeology, history, planning, American studies, American civilization, cultural geography or cultural anthropology. Recognizing that professionals may not be available in some communities, this requirement can be waived if the local government makes a good faith effort to recruit professionals and demonstrates that it is capable of carrying out commission responsibilities.
4. When the discipline of architecture, history, architectural history or archaeology is not represented in the commission membership, the commission shall seek additional expertise in the appropriate area when considering National Register nominations and any other delegated actions that will effect properties that are normally evaluated by a professional in that discipline. Local governments are required to adopt professional qualification standards for each discipline as general guidelines for National Register review, as appropriate, and any of the delegated actions that will affect properties that are normally reviewed by historic preservation professionals. These standards are set forth by the National Park Service and are found in Appendix 1. Obtaining additional expertise in the above-mentioned fields can be accomplished through consultations with professionals and with written reports of the results of such consultations submitted with the National Register nomination or other report of action. The commission can also work with the SHPO to explore other ways of obtaining additional expertise.
5. Terms of office of commission members shall be staggered and shall be of at least one year in duration.



6. The commission shall adopt rules of procedure or by-laws which shall be made available to the public.
7. All meetings of the commission shall be open to the public. Minutes shall be kept of each meeting and shall be available for public inspection. (If public disclosure could result in a substantial risk of harm, theft or destruction to the historic or archaeological resource, an exception to the public meeting and public records policy may apply pursuant to federal and state statutes. Section 304 of the National Historic Preservation Act of 1966, as amended; Section 9 (a) of the Archaeological Resources Protection Act; Section 552 (b) of the Freedom of Information Act; CRS 24-72-203 and 204, CRS 24-80-405 and 406.)
8. A copy of the minutes of each meeting shall be sent to the SHPO at the same time that copies are distributed to commission members.
9. Commission meetings shall be held at regular intervals at least four times each year.
10. An Annual Report of the commission's activities shall be submitted to the SHPO. These reports shall include at a minimum the number and types of cases reviewed and their dispositions, new designations made, progress on survey activities, educational activities, and credentials of new commission members and staff (if any).
11. The SHPO shall make available to local commissions orientation materials and training workshops designed to provide a working knowledge of the roles and operations of federal, state and local preservation programs and historic preservation in general. At least one commission member must attend a SHPO-approved educational session each year.
12. All survey and planning activities as well as other preservation responsibilities shall be carried out by the CLG in a manner consistent with Colorado's historic preservation planning process.



**C. THE LOCAL GOVERNMENT MUST MAINTAIN A SYSTEM FOR SURVEY AND INVENTORY OF HISTORIC PROPERTIES.**

A city or county-wide survey of historic properties is the ongoing process of locating and describing buildings, sites, structures and districts of potential local, state or national importance. It is organized, accessible, up-to-date and usable.

1. The CLG shall initiate and/or continue a process for survey and inventory under local law of buildings, sites, structures and districts within the local jurisdiction. The local survey and inventory system shall be compatible with federal and state established methods and consistent with Colorado's historic preservation planning processes. The SHPO will provide the CLG with state survey and inventory guidelines, instructions and forms to ensure that survey data produced can be readily integrated into the statewide cultural resources data bank. All surveys shall be conducted according to the Historic Survey Manual produced by the SHPO.
2. The CLG must maintain a detailed inventory of the buildings, sites, structures and districts that it has designated under local law. Alternatively, the CLG may combine the designation data with the inventory data.
3. Duplicate copies of materials from all survey efforts conducted by the CLG shall be provided to the SHPO unless already in the files of that office. Duplicate copies shall be submitted with original 3" by 5" black and white photographs.
4. All inventory materials shall be updated periodically to reflect alterations and demolitions.
5. All inventory materials shall be accessible to the public (excluding restrictions on locations of archaeological sites).



**D. THE LOCAL GOVERNMENT SHALL PROVIDE FOR ADEQUATE PUBLIC PARTICIPATION IN LOCAL HISTORIC PRESERVATION PROGRAMS (including the process of recommending properties for nomination to the National Register).**

1. CLGs should encourage public participation in all facets of their preservation programs.
2. All commission meetings must follow the provisions of the Colorado Open Meetings Law (CRS 24-67-401, et seq.).
3. Minutes of all commission decisions and actions, which include the reasons for making those decisions, must be kept on file and available for public inspection.
4. All commission decisions shall be made in a public forum [except as provided in Section III (B) (7)], and applicants shall be given written notification of those decisions.
5. CLGs are encouraged to develop educational programs to ensure public awareness of their historic preservation activities.

**E. LOCAL GOVERNMENTS MUST SATISFACTORILY PERFORM THE RESPONSIBILITIES LISTED IN POINTS A THROUGH D AND THOSE OTHERS SPECIFICALLY DELEGATED TO THEM.**

The only responsibility which CLGs must assume is participation in nominating properties to the National Register. CLGs may and are encouraged to assume additional responsibilities. The SHPO will monitor and review the CLGs carrying out of these delegated responsibilities. See Appendix 2 for a list of possible delegated responsibilities.



## **IV. PROCESS FOR CERTIFICATION OF LOCAL GOVERNMENTS IN COLORADO**

### **A. THE CHIEF ELECTED OFFICIAL OF THE LOCAL GOVERNMENT SHALL REQUEST CERTIFICATION FROM THE SHPO. THE REQUEST FOR CERTIFICATION SHALL INCLUDE THE FOLLOWING:**

1. A written assurance by the chief elected official that the local government fulfills the requirements of Sections II and III, above.
2. The name and address of the CLG representative who has been or will be appointed to be responsible for carrying out program responsibilities.
3. A copy of the local historic preservation ordinance, and, if one exists, the local preservation plan.
4. A listing of buildings, sites, structures and districts, including addresses, designated under the local ordinance.
5. A list of members of the historic preservation commission. For all members, include a statement of the demonstrated interest or knowledge in historic preservation. Specifically call out the professional qualifications of commission members in fields related to historic preservation.
6. If the commission does not include 40% professional members, a statement demonstrating that the local government has made a reasonable effort to appoint such members by newspapers advertisements, communications with a local university, or other means.
7. A proposal on how the local commission will review National Register nominations if the discipline of history, architectural history, architecture or archaeology is not represented in the commission membership.
8. A description of any other delegated responsibilities which the CLG wishes to assume.

### **B. THE SHPO SHALL RESPOND TO THE CHIEF ELECTED OFFICIAL WITHIN FORTY-FIVE (45) WORKING DAYS OF RECEIPT OF AN ADEQUATELY DOCUMENTED WRITTEN REQUEST.**

During that time, the SHPO may request an on-site visit to meet with the chief elected official or CLG representative, representatives of the preservation review commission, and the prospective local CLG grant administrator.



**C. IF THE SHPO DETERMINES THAT THE LOCAL GOVERNMENT FULFILLS THE REQUIRMENTS FOR CERTIFICATION, A CLG AGREEMENT SHALL BE SIGNED WITH THE LOCAL GOVERNMENT.**

**D. THE CLG AGREEMENT WILL SPECIFY THAT IT SATISFIES THE FOLLOWING MINIMUM REQUIREMENTS:**

1. The local government must enforce appropriate state and local legislation for the designation and protection of historic properties.
2. The local government must continue to maintain a qualified historic preservation commission.
3. The local government must establish and/or maintain a system for the survey and inventory of historic properties.
4. The local government must provide for adequate public participation in the local historic preservation program, including the process of recommending properties to the National Register.

**E. THE CERTIFICATION AGREEMENT SHALL SPECIFY THE ROLE OF THE LOCAL GOVERNMENT IN THE NATIONAL REGISTER NOMINTION PROCESS.**

It shall also enumerate any other responsibilities that have been mutually agreed upon by the SHPO and the local government.

**F. COPIES OF THE REQUEST AND THE SIGNED AGREEMENT CERTIFIED BY THE SHPO SHALL BE FORWARDED BY THE SHPO TO THE SECRETARY OF THE INTERIOR, OR HIS DESIGNEE, FOR REVIEW.**

If the request for concurrence cannot be affirmed as submitted, the National Park Service will notify the SHPO prior to 15 working days after receipt of the request. The National Park Service shall provide written notice of what is necessary for the request for concurrence to be approved.

**G. THE CERTIFICATION AGREEMENT CAN BE AMENDED TO CHANGE THE DELEGATION OF REPSONSIBILITIES TO THE CLG.**

**H. CONTINUED CERTIFICATION SHALL BE BASED ON PERFORMANCE.**



## **V. PROCESS FOR MONITORING AND DECERTIFYING CLGS**

### **A. THE SHPO SHALL REVIEW AND MONITOR THE PERFORMANCE OF EACH CLG NO LESS OFTEN THAN ONCE EVERY FOUR YEARS.**

1. The SHPO shall review the Annual Reports submitted by the CLG, minutes of commission meetings, records of administration of federal grant funds and other documents as necessary.
2. The CLG shall make all pertinent records available to the SHPO on request.
3. The SHPO may also send staff representatives to CLG commission meetings.

### **B. THE SHPO WILL USE THE FOLLOWING FACTORS IN REVIEWING CLG PERFORMANCE:**

1. Maintaining qualified commission members.
2. Number and frequency of commission meetings.
3. Number of additional local properties surveyed.
4. Number of additional local properties inventoried.
5. Number of additional local properties designated.
6. Number of reviews and alterations, new construction or demolition requests.
7. Consistency of design review decisions with the Secretary of the Interior's Standards for Treatment of Historic Properties.
8. Number of National Register nominations reviewed.
9. Educational activities or programs conducted or sponsored.
10. Compliance with the CLG agreement.
11. Delegated responsibilities carried out according to program requirements.
12. Timely filing of a complete Annual Report.
13. Timely completion of work pursuant to CLG grants.
14. Submittal of minutes to the SHPO.



15. Attendance of commission members at educational sessions.

**C. IF THE SHPO'S EVALUATION INDICATES THAT THE CLG IS DEFICIENT IN FULFILLING ITS RESPONSIBILITIES, THE SHPO SHALL DOCUMENT THE ASSESSMENT AND RECOMMEND IN WRITING TO THE LOCAL GOVERNMENT SPECIFIC STEPS TO BRING PERFORMANCE TO AN ACCEPTABLE LEVEL.**

1. The CLG shall have a period of not less than nine months nor more than one year to implement improvements and correct deficiencies. During the period, CLGs will not be permitted to exercise delegated responsibilities in the inadequate areas of performance. The SHPO shall provide technical advice and assistance in the areas needing assistance.
2. If the SHPO determines that sufficient improvement has not occurred, the SHPO shall recommend decertification of the CLG to the Secretary of the Interior citing specific reasons for the recommendation. The SHPO shall notify the local government of the actions of the Secretary.
3. After decertification, the SHPO shall suspend or terminate the Historic Preservation Fund (HPF) assistance, if any, to the local government except that assistance which may be necessary for the CLG to complete a CLG sub grant project. The SHPO may conclude normal sub grant closeout procedures, unless the terms of the sub grant agreement can no longer be met, in which case the SHPO shall terminate the sub grant.
4. The CLG may file with the SHPO requests to be voluntarily decertified without prejudice. A letter from the chief elected official shall include the following information:
  - The reason for seeking decertification.
  - The steps that the CLG will take to notify all affected parties with which it has worked of decertification.
  - A tentative schedule for decertification.
  - How the CLG intends to assist the SHPO in closing out any projects using HPF grants.



## VI. CLG PARTICIPATION IN THE NATIONAL REGISTER PROCESS

The CLG program establishes a partnership between the CLG and the SHPO as nominating authorities for Colorado's National Register Program. It does not delegate to CLGs the sole authority to nominate properties directly to the Register. The following procedures explain the shared role:

1. Nominations of Colorado properties to the National Register of Historic Places shall be made directly to the SHPO. Nominations may be made by any party, including a CLG.
2. Upon receipt of an adequately documented nomination of a property within the jurisdiction of a CLG, the SHPO shall notify the property owner, the CLG's chief elected official and the local historic preservation commission of the proposed nomination. The SHPO shall submit the nomination to the commission for comment.
3. The commission, after reasonable opportunity for public comment, shall prepare a report as to whether or not such property, in its opinion, meets the criteria of the National Register.
4. Within sixty (60) days of receipt of the nomination from the SHPO, the chief elected official shall transmit the report of the commission and his or her recommendation to the SHPO. The report should concentrate on the property's eligibility under the National Register eligibility criteria.
  - a. In the event that the historic preservation commission and the chief elected official agree that the proposed nomination meets the criteria for listing the property in the National Register, the SHPO will transmit the proposed nomination and the CLG's comments to the Colorado Historic Preservation Review Board for consideration. The Review Board is an independent advisory board appointed by the Governor and the SHPO that evaluates and recommends sites for nomination to the National Register.
  - b. In the event that the historic preservation commission and the chief elected official disagree as to whether the proposed nomination meets the criteria for listing in the National Register, both opinions shall be forwarded to the SHPO, who will transmit the proposed nomination with both opinions to the Review Board for consideration.
  - c. In the event the historic preservation commission and the chief elected official agree that the proposed nomination does not meet the criteria for listing in the National Register, the CLG shall inform the owner of the property and the applicant of its recommendation and shall inform them that within thirty (30) days an appeal of this recommendation may be made by letter directly to the SHPO. The historic preservation commission shall forward the CLG's recommendation and the nomination to the SHPO, who will take no further



action unless within thirty (30) days of the receipt of such recommendations by the SHPO, an appeal is filed by any person with the SHPO. If such an appeal is filed, the SHPO shall transmit the nomination and the CLG's recommendations to the Review Board for consideration.

5. If no report is received by the SHPO from the chief elected official within the allotted sixty (60) days, the state shall make the nomination pursuant to section 101 (a) of the National Historic Preservation Act, as amended. Failure of the CLG to submit reports on proposed nominations within its jurisdiction will be considered by the SHPO in its review of the CLG.
6. Appeals of the SHPO's decisions may be made directly to the Keeper of the National Register in accordance with federal regulations (36CFR60).
7. For proposed nominations of historic districts to the National Register of Historic Places, the CLG shall assist the SHPO in:
  - a. Aiding the preparer of the form in verifying the names and addresses of the owners of properties within the proposed districts, if necessary.
  - b. Providing for public information meetings at times and places agreeable to the SHPO and the CLG.
  - c. Providing formal notification of pending nominations to the owners of property, if directed to by the SHPO and agreed to by the CLG.
8. The SHPO will notify the CLG, the property owner and the applicant when a property within the CLG's jurisdiction is listed in the National Register.
9. The historic preservation commission shall be responsible for providing oversight and monitoring of historic properties and historic districts listed in the National Register of Historic Places. The commission is responsible to recommend in writing to the SHPO removal from the National Register of any property or district which has lost its integrity because of the demolition or alteration of structures.

NOTE: This section addresses only properly completed National Register nomination forms which have been prepared in accordance with the Secretary of the Interior's Standards for Registration and Guidelines for Registration (Federal Register, v. 48, no. 190, September 29, 1983, pp. 44726-44728) and the National Park Service's technical publication How to Complete National Register Registration Forms. Requests for National Register nomination information, for preliminary opinions by the State Historic Preservation Officer on a property's eligibility, for Part I Certifications for the preservation tax incentives, etc., will continue to be handled by the OAHF as they have been in the past.



## VII. PROCESS FOR TRANSFERRING CLG GRANT FUNDS TO CLGS

A minimum of 10% of a state's annual apportionment from the Historic Preservation Fund (HPF) must be designated for CLG grants. In Colorado, this amount is currently approximately \$60,000 per year. In addition, funds from the State Historical Fund derived from gaming revenues match the 10% HPF set-aside, providing a total CLG grant pool of approximately \$120,000. At this time, CLG grants do not require a match. CLG grants are considered sub grants by the state from its grant from the federal government.

1. CLG grants are awarded annually on a competitive basis. Grant applications are currently due on November 15<sup>th</sup> of each year.
2. Application forms and instructions will be provided by the SHPO.
3. The SHPO will provide advice and information to CLGs to implement financial management systems which meet the standards of the Office of Management and Budget Circular A-102, Attachment G, as required by the National Park Service.
4. If the grant involves National Register nominations, the CLG shall adhere to all requirements of the Historic Preservation Fund Grants Manual prepared by the National Park Service.
5. Guidelines for review and selection of grant applications are as follows:
  - a. Applications will be ranked by the SHPO. See Appendix 3 for selection criteria.
  - b. The amount awarded shall be sufficient to produce a specific impact and to generate effects directly.
  - c. No single CLG should receive a disproportionate share of the allocation.
  - d. Eligible projects include the identification, evaluation, designation and protection of the locality's cultural resources by completing or updating the survey and inventory of historic resources; nomination of properties to the National Register; development of a historic preservation plan; and educational activities, programs and publications.
  - e. The rationale for selection of applicants and the amounts awarded will be made available to the public upon request.
6. A CLG which receives HPF assistance will be considered a sub grantee of the state and will be required to sign a project agreement. That agreement will specify the management and use of funds. The CLG may be required to file interim and final reports and any other documents spelled out in the project agreement.



7. The use of federal funds will be governed by all current guidelines and regulations imposed by the federal government. Any state-directed specific uses of funds are to be for activities that are eligible for HPF assistance.
8. CLGs may participate in review and approval of National Register nominations and other activities whether or not they elect to apply for grants from the Historic Preservation Fund.
9. The SHPO shall be responsible through financial audit for the proper accounting of HPF-CLG funds in accordance with OMB Circular A-128, "Audit Requirements."
10. The SHPO's evaluation of a CLG will include an assessment of the CLG's fiscal management of HPF funds.



## APPENDIX 1

### *Historic Preservation Professional Qualifications*

In the following definitions, a year of full-time, professional experience need not consist of a continuous year of full-time work, but may be made up of discontinuous periods of full-time or part-time work adding up to the equivalent of a year of full-time experience.

1. **History.** The minimum professional qualifications in history are a graduate degree in history or closely related field; or a bachelor's degree in history or closely related field plus one of the following:
  - a. at least two years of full-time experience in research, writing, teaching, interpretation or other demonstrable professional activity with an academic institution, historical organization or agency, museum or other professional institution; or
  - b. Substantial contribution through research and publication to the body of scholarly knowledge in the field of history.
2. **Archaeology.** The minimum professional qualifications in archaeology are a graduate degree in archaeology, anthropology, or closely related field plus:
  - a. at least one year of full-time professional experience or equivalent specialized training in archaeological research, administration or management;
  - b. at least four months of supervised field and analytic experience in general North American archaeology; and
  - c. demonstrated ability to carry research to completion.

In addition to these minimum qualifications, a professional in prehistoric archaeology shall have at least one year of full-time professional experience at a supervisory level in the study of archaeological resources of the prehistoric period. A professional in historic archaeology shall have at least one year of full-time professional experience at a supervisory level in the study of archaeological resources of the historic period.

3. **Architectural history.** The minimum professional qualifications in architectural history are a graduate degree in architectural history, art history, historic preservation, or closely related field, with coursework in American architectural history; or a bachelor's degree in architectural history, art history, historic preservation, or closely related field, plus one of the following:



- a. at least two years of full-time experience in research, writing, or teaching in American architectural history or restoration architecture with an academic institution, historical organization or agency, museum, or other professional institution; or
  - b. substantial contribution through research and publication to the body of scholarly knowledge in the field of American architectural history.
4. **Architecture.** The minimum professional qualifications in architecture are a professional degree in architecture plus at least two years of full-time professional experience in architecture; or a license to practice architecture.
5. **Historic architecture.** The minimum professional qualifications in historic architecture are a professional degree in architecture or state license to practice architecture, plus one of the following:
  - a. at least one year of graduate study in architectural preservation, American architectural history, preservation planning, or closely related field; or
  - b. at least one year of full-time professional experience on historic preservation projects. (Such graduate study or experience shall include detailed investigations of historic structures, preparation of historic structures research reports, and preparation of plans and specifications for preservation projects.)



## APPENDIX 2

### ***CLG DELEGATED RESPONSIBILITIES PROGRAM***

CLGs are eligible to assume any or all SHPO responsibilities related to implementation of the National Historic Preservation Act. CLGs assuming these responsibilities will be obligated to meet all public participation and program standards attendant to them. SHPO responsibilities which may be delegated to CLGs are:

1. **Review and Compliance (Section 106)**: For federal or state actions, including use of federal or state funds, advise and assist, in cooperation with the National Park Service and the Advisory Council on Historic Preservation, federal and state agencies to ensure that historic properties are taken into consideration at all levels of planning and development.
2. **National Register**: Identify and recommend properties to the National Register and administer applications for listing properties on the National Register. Note: CLGs are *required* to assume these responsibilities, more fully described in Section VI.
3. **Planning**: Prepare and implement a comprehensive historic preservation plan.
4. **Covenants Administration**: Participate in the administration of historic preservation covenants granted to the state by recipients of Historic Preservation Fund (HPF) sub grant awards for acquisition and development projects.
5. **Federal Income Tax Credit**: Participate in the administration of the historic preservation tax incentives program for evaluation and certification of income-producing historic properties seeking to take advantage of the federal incentives.
6. **State Income Tax Credit**: A CLG may opt to be the reviewing entity for Colorado's state historic income tax credit, which applies to residential as well as income-producing properties.
7. **Information and Assistance**: Provide public information, education, training and technical assistance about federal and state historic preservation programs, and otherwise fulfill a liaison responsibility.



## APPENDIX 3

### **SELECTION CRITERIA FOR CERTIFIED LOCAL GOVERNMENT SUBGRANTS**

The following selection criteria will be used to determine CLG grant awards. Applications received by the deadline will be evaluated based upon the below criteria and scored according to the indicated point assignments.

1. **Project Description and Strengthening Local Preservation Efforts (15 Points)**
  - Does the applicant demonstrate a clear understanding of preservation needs?
  - Is the description of the project understandable and does it provide background information?
  - Does the proposal form or strengthen partnerships or networks?
  - Does the project further existing local, regional or state preservation planning?
  
2. **Statement of Need for Assistance (15 points)**
  - Is there evidence of responsiveness to community needs?
  - How will members of the public benefit from this project?
  - Is the stated need verifiable with documented factual information?
  - Does the applicant describe how grant funds will assist in achieving preservation work that can not be solely accomplished with applicant funds?
  
3. **Project Scope of Work, Objectives and Outcomes (20 Points)**
  - Will the scope of work planned accomplish the stated objectives?
  - Are the objectives quantifiable?
  - Will the outcomes and/or products provide beneficial preservation results?
  - Does the project seem likely to be completed in a timely fashion and succeed in its goals?
  
4. **Significance and Impact of Project (15 Points)**
  - Does the project deal with a threatened resource?
  - Will the project result in a National Register nomination?
  - Does the product address buildings, structures, sites or districts listed on the National Register or State Register?
  - Does the project have a significant impact on the local community?
  - Does the project develop historic contexts or educate and inform broad sectors of the public?



5. **Applicant Commitment to the Project (15 Points)**

What are the continuation plans for the project?

If applicable, what is the applicant source and commitment of matching funds?

Is the project part of an overall community, governmental or organizational plan?

Are the applicant resources sufficient to successfully accomplish the project as proposed?

6. **Innovative Methodology (10 Points)**

Does the project involve the application or development of new preservation methods, tools or technologies which have potential for broad applications beyond the specific project?

Can the results be used as a model for other CLGs?

7. **Budget and Cost Effectiveness (10 points)**

Is the budget consistent with the planned objectives?

Are the costs reasonable compared with the products?

Are costs within allowable categories for funding per federal regulations?



## REQUEST FOR CERTIFIED LOCAL GOVERNMENT STATUS

Date:

To: Edward C. Nichols, State Historic Preservation Officer

Colorado Historical Society  
1300 Broadway  
Denver CO 80203

From: \_\_\_\_\_  
(Chief Elected Official of the Local Government)

In accordance with the National Historic Preservation Act of 1966, as amended, and “Procedures for the Certification of Local Governments in Colorado,” I hereby request Certified Local Government Status for the:

\_\_\_\_\_  
(Town, City, or County of \_\_\_\_\_)

Enclosed are:

- \_\_\_\_\_ 1. A copy of the local historic preservation or landmarks ordinance or resolution, including any amendments.
- \_\_\_\_\_ 2. A copy of the standards, criteria and procedures used for the review of alterations, demolition and new construction affecting historic properties.
- \_\_\_\_\_ 3. A listing of building, sites, structures and districts, including addresses, designated under the local ordinance.
- \_\_\_\_\_ 4. A list of the members of the historic preservation commission with qualifications of all commission members.
- \_\_\_\_\_ 5. A copy of the local preservation plan, if extant, or a statement describing the local preservation plan.
- \_\_\_\_\_ 6. A sample copy of the minutes of a commission meeting.
- \_\_\_\_\_ 7. A sample notice of a public meeting of the commission.
- \_\_\_\_\_ 8. A sample notice to an applicant of the decision of the commission.
- \_\_\_\_\_ 9. A description of any other delegated responsibilities which the local government wishes to assume.



The requirements for certification of local governments, as described in Section III of "Procedures for the certification of Local Governments in Colorado" are

currently fulfilled by \_\_\_\_\_.

(City, Town or County of \_\_\_\_\_ )

(OR, with the exception(s) as described below. Indicate the appropriate item and provide the requested information if there are exceptions to the requirements.)

1. The historic preservation commission does not include professional member(s) from the disciplines of:

---

---

However, a reasonable effort to appoint such member(s) was made as follows (include a brief statement describing the efforts to appoint such professionals):

In the absence of such professionals on the commission, the local commission proposes to obtain such professional expertise, when required, as follows (include a brief statement describing the proposal):



2. Other exceptions to the requirements of Section III include (briefly explain the exceptions and describe plans to fulfill the requirements):
  
3. Description of other delegated responsibilities the local government wishes to assume:
  
4. Name and address of CLG representative who will be responsible for carrying out program responsibilities:

Name \_\_\_\_\_

Address \_\_\_\_\_

Phone \_\_\_\_\_ Fax \_\_\_\_\_ E-mail \_\_\_\_\_

---

I understand that, if certified, a written certification agreement specifying the responsibilities of the local government will be required and that the \_\_\_\_\_ will be eligible to apply for special (City, Town or County of ) Certified Local Government grants to be used for eligible local historic preservation projects.

---

\_\_\_\_\_  
Signed, Chief Elected Official

**Name of CEO**  
**(type or print)** \_\_\_\_\_

**Date:** \_\_\_\_\_



**MODEL LOCAL GOVERNMENT CERTIFICATION AGREEMENT**

Pursuant to the provisions of the National Historic Preservation Act, as amended, to applicable federal regulations (36 CFR 61), and to the "Process for Certification of Local Governments in Colorado," the \_\_\_\_\_ of \_\_\_\_\_  
[insert the proper name of the local government] agrees to:

- (1) Enforce appropriate legislation for the designation and protection of historic properties, including, but not limited to CRS 24-65.1-101 et seq.; CRS 29-20-101 et seq.; and CRS 30-11-107 (1) (bb).
- (2) Maintain an adequate and qualified historic preservation review commission composed of professional and lay members pursuant to the "Requirements for Certification of Local Governments in Colorado."
- (3) Maintain a system for the survey and inventory of historic properties pursuant to the "Requirements for Certification of Local Governments in Colorado."
- (4) Provide for adequate public participation in the historic preservation program, including the process of recommending properties to the National Register.
- (5) Adhere to all Federal requirements for the Certified Local Government Program.
- (6) Adhere to requirements outlined in the Colorado Certified Local Government Handbook issued by the State Historic Preservation Office.

Upon its designation as a Certified Local Government, the \_\_\_\_\_ of \_\_\_\_\_  
[enter the local government name] shall be eligible for all rights and privileges of a Certified Local Government (CLG) specified in the National Historic Preservation Act, Federal procedures, and procedures of Colorado. These rights include eligibility to apply for available CLG grant funds in competition only with other certified local governments.

**STATE:**

**LOCAL GOVERNMENT:**

\_\_\_\_\_  
SHPO or Designee

\_\_\_\_\_  
Chief Elected Local Official

Edward C. Nichols, SHPO  
Typed Name and Title

\_\_\_\_\_  
Typed Name and Title

\_\_\_\_\_  
Date

\_\_\_\_\_  
Date



The activity that is the subject of this material has been financed in part with Federal funds from the National Historic Preservation Act, administered by the National Park Service, U.S. Department of the Interior and for the Colorado Historical Society. However, the contents and opinions do not necessarily reflect the views or policies of the commercial products constitute an endorsement or recommendation by the Department of the Interior or the Society.

This program receives Federal funds from the National Park service; Regulations of the U.S. Department of the Interior strictly prohibit unlawful discrimination in departmental Federally assisted programs on the basis of race, color, national origin, age or handicap. Any person who believes he or she has been discriminated against in any program activity, or facility operated by a recipient of Federal assistance should write to: Director Equal Opportunity Program, U.S. Department of the Interior, National Park Service, 1849 C Street, Washington, D.C. 20240.



**Community Revitalization Partnership  
Community Meetings  
November 1, 2010**

<b>Date/Time</b>	<b>Agenda –</b>	<b>Attending</b>	<b>Location (Name &amp; Address)</b>
<b>Nov 1</b>			<b>Westminster Hall 135 East 4<sup>th</sup> St. Delta CO</b>
10:00 AM 12:00PM	Orientation/Tour - Presentation on history of town and current state of affairs.	Delta City Manager, City Planner	
12:00 PM- 1:00 PM	Working Lunch with Staff, Commissioners, Trustees.	Town Staff-Dept Heads/Planning Commission, Trustees, County Commissioners	Westminster Hall
1:15 PM- 2:00	Focus Group Meeting 1 (45 Min) Town & County	Town Staff/Trustees, County Commissioners, Planning Commission Members, County and Municipal Planning Department.	Westminster Hall
2:00 PM- 3:00 PM	Focus Group Meeting 2 Service Providers	Library District, Trails Group, Fire Protection District, Recreation District, Civic/non profit organizations Forest Service, BLM, CO State Parks Tourism Council, DCED	Westminster Hall
3:00 PM- 4:00 PM	Focus Group Meeting 3 Health Care	Hospital Board, Physicians, OT/PT Providers, Home Health Care Providers, Long term Care Providers, Durable Medical Equip Providers, Hospice Care Providers	Westminster Hall
4:00PM -5:30PM	Break /Walk Around (90 min)		
5:30PM- 6:30PM	Focus Group Meeting 4 Business Group	Chamber of Commerce, Business Owners, Commercial Property Owners	Westminster Hall
6:30PM- 7:30PM	Focus Group 5 –General Public	Residents, community members at large including members of non-profit organizations unable to attend daytime meetings	Westminster Hall

**November 2, 2010**

Tuesday

**Reception/ Presentation of Proposed Plan**

**5:00 pm**

**Westminster Hall**

# SIGN IN

Nov 1  
10 AM

82	14	NAME	BUS/ORG	EMAIL	PHONE
16		Geoff Casselberry	DOLA	elyse.ackume@statero.us	9702487331
17		Ed Sisson	DELTA CITY COUNCIL	ESSISSON412@G.COM	970-874-3090
		Mary Cooper	Mayor City of Delta	Jollymothe@aol.com	874-9458 874-8616
		Linda Sanchez	Delta Chamber of Commerce	director@deltacolorado.org	874-5735
		Patricia Snidow	USDA Rural Dev	PATIE.SNIDOW@USDA.GOV	X132
		Renee Ealey	City of Delta Recreation	renee.ealey@delta-co.gov	874-0923 874-1718
		Judy Weiszbrod	City of Delta Recreation	judy.weiszbrod@delta-co.gov	874-1718 874-0923
		Wilma Erven	City of Delta Director Rec & Culture	Wilma.erven@deltaco.gov	
		Mark Rogers	CDOT R-3	mark.rogers@Dot.State.CO.US	
		Guy Pfalzgraff	City of Delta	gpfalzgraff@gmail.com	874-7566
		Kami Collins	Mtn Valley News	reporter2@mountainvalleynews.net	856-7449 X135
		Mike Drake	Painted Sky RCD	mldht1@live.com	874-5735
		Joe Kerby	City of Delta	<del>Joe.Kerby@Delta-co.gov</del>	
		PAUL GRAY	REGION 10	PAUL@REGION10.NET	874-7409 → 249-2436 #11
14	12 pm	STEVE GLUMMEYER	CITY OF DELTA	steve.glummeyer@delta-co.gov	874-7566
18		TONY BOHLING	CITY OF DELTA	tony.bohling@delta-co.gov	209-3361 872-4204
22		Annette Choszczyk	Delta County Libraries	achoszczyk@Sopris.net	970-560-1911
102		Paul Peck	Colorado Greenway Partnership	riverfront.paul@gmail.com	
		BENNETT BOESCHENSTEIN	RIVERFRONT COMMISSION	<del>bennettbo</del> boeschenstein.bennetto	
		Kathleen Sickles	Town of Cedarvale	managor@cedarvalencolorado.com	970-856-3233 @gmail.com
		Johanne Nelson	City of Delta	johanne.nelson@deltaco.gov	874-7916 (970)
		Jeri Karsten	City of Delta	jeri.karsten@deltaco.gov	874-7916

# Sign In Sheet

Delta  
NOV 1

PLEASE PRINT YOUR NAME

1:15 pm

Delta City Council

Date: \_\_\_\_\_

Please print your name below and indicate on what subject you would like to speak. (If you wish to address an item shown on the Agenda, IT IS NOT NECESSARY TO SIGN IN.) Subjects not shown on the Agenda will be addressed during the "Citizen Comment" period.

### GROUND RULES FOR COMMENTS

Please limit your comments to three (3) minutes to allow time for others. We ask you to respect the need for civility for effective public discussion of issues, and to focus your comments to relevant facts and your point of view. Questions can usually be more effectively addressed outside of an official meeting. Personnel matters cannot be addressed in a public meeting. Anyone not respecting these ground rules will be asked to conclude their comments. Council CANNOT take action at this meeting on non-agenda items raised during the Citizen Comment period. Please do not expect action at this meeting on such matters.

14  
59  
10

<u>Name</u>	<u>Subject</u>
Fay Matthews	City of Delta
Jim Hatheway	
Gen Lund	Delta County
Susauhausen	Delta County
Jan McCracken	Delta County
Renee Foley	City of Delta
Glen Black	City of Delta
Edward Keleher	State Parks
BRADERS DAVIS	DAVIS CLOTHING / RETAIL / OWNER
Kristin Amundson	Delta County Economic Development Inc
Annette Chaszczuk	Delta County Libraries
Rob Sanders	City of Delta
Paul W. Suppes	City of Delta Parks Dept.
Robert Thomas	City of Delta Police Dept.

# Sign In Sheet

Delta Nov 1

2pm

25  
129

Stephen Craigg	Craigg Surveying	874-2258
Leah Lewis	Delta County Sr. Resource Council	712-2295
John Jones	Delta County Schools	874-4438
Lee-ann Short	Delta Schools/Family Literacy + Resource Program	874-9511
PAUL GRAY	REGION 10	249-2436 x18
PATRICIA MEANS	DELTA COUNTY LIBRARIES (CEDAREDGE MAYOR)	856-4216
Kola Page	McGraw Senior Ct. Inc.	874-7833J
Angie Helmericks	Delta Senior Citizen	874-0357
Lee Ann Loupe	USDA FOREST SERVICE	874-6717
Mike Drake	Paint Sky R C & D	874-5735 x135
Terril Wilcox	All Points Transit	(970)249-8865
Paul Peck	see 1st Focus Group Street	
Bennett Boeschonstein	See 1st Focus Group Street	
Blake Treadway	BLM	970 240 5321
Ben Blom	BLM	970 244-3188
ANDY WINDSOR	BLM	970-244-3177
Edward Releher	State Parks	970-921-5721
Kristin Amundson	Delta County Econ. Development	970-874-4992
Lynn Shirk	KUWANIS/ALTRUSA	970-209-8400
Jamie Hollier	Delta Public Library	970-874-9630
Rob Sanders	City of Delta	874-6262
Randy Supper	City of Delta	874-7973
TONY BOWLING	CITY OF DELTA	874-7973
Renee Ealey	City of Delta	874 0923
Gayle Clary	Mural Com. City of Delta	874-4957

# Sign In Sheet

Delta  
Nov 1  
5-8:30pm

32

16♀  
1M♂

Monica Salazar  
Nita Patel

BW Sundance  
BW Sundance

Orval Proctor  
Alan King

Taco Time  
RJFS

CHRIS MILLER  
Steve Jones

Formis Retail Dev. Coord.  
Tito Scrappy Moose

Hartland Clubb Jr.

Clubb's

Linda Sanchez

Delta Area Chamber of Commerce

Ann Carter Honchell

Brad Perce Full

Insurance Center

Ken Richards

Richards Consulting

Bill Wood

West Home Center

Preston Hammett

Affordable Appliance LLC.

Lynette Hammett

Affordable Appliances LLC

Joe Kerby

City of Delta

Dina Monist

Mona's

JEFF BUTCH

Kim Guthrie Buck

RE/MAX Today

Cathy Boyd

The Paper Works, Ink

Kami Collins

Mtn. Valley News

Thuy Luyen

LA Nails

Tracy Martiny

Dilshvi Axuliy

Domino's Pizza

Kristin Amundson

Delta County Economic Development

Jim Kendrick

Delta Hardware

Jonni Kendrick

Joan Barnett

Formerly with CERF

Bill Hellman

Hellman mtr's

# Sign In Sheet

Delta  
Nov 1  
5:30x  
6:30

Brad Penzance Insurance Center

Ken Richards

Jeni & Jonni Kendrick

Carlotta Pagone-Gibson

Tom + Sheri Wood - Cots Sign Studio

BRADFORD DAUS

DAUS CLOTHING CO.

SCOTT + BYNÉE THOMASSEN

CLASSIC COMPUTERS

Pam Kuta

LAST CHANCE GRILL, DELTA

PAUL VAN DUSEN, ARCHITECT

Tea & Alexandra - Nautic's Italian Restaurant

(12)

5+

Delta  
Nov 2

presentations

# Sign In Sheet

(8)

47

Mike Drake	Painted Sky
Stacy Brown	Patsy Ann - Hair Designs
Dr. Alexey	City Council
Robert Jurca	City Council
Kathleen Sickles	Town of Cedaredge
Pat Sunderland	Delta County Independent
Lynette Hammett	Affordable Appliances LLC
Scott Burkhead	Wells Fargo

Incomplete list....