

down town F R A S E R



August 17-18, 2010



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



d e s i g n

organization

promotion

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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 Town of Fraser

Welcome to the downtown assessment for the Colorado community of Fraser. 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) and Downtown Colorado, Inc.

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

EXECUTIVE SUMMARY

The Town of Fraser contacted DCI and DOLA to conduct a Community Revitalization Partnership (CRP) visit to examine the business districts in the community, in particular, how the various districts can be better connected both visually and physically. The end result of the CRP initiative, for the community, is to enhance management practices and structures, streamline planning processes amongst community stakeholders, and enhance the physical appearance of the area to improve the economic viability and vitality of the Fraser business environment.

The community requested that a number of areas be visited, including the relationship between the town and the businesses; strategies for development and retention of local businesses; parking and snow management; infrastructure and streetscape enhancement; funding mechanisms, and building trust in the community.

BACKGROUND INFORMATION

Fraser, Colorado, is a small mountain community centrally located within the Fraser Valley in Grand

County, Colorado, approximately 70 miles northwest of Denver. The physical setting of the Town is divided by the railroad, the Fraser River and US40. Berthoud Pass, at 11315 feet, serves as the gateway into the Fraser Valley.

The community is rich in regional and local history that seems to center in Fraser, an unassuming town that provides services, amenities, and the real life and home to the region's full-time residents. Historically, the lumber and railroad industries left a legacy throughout the valley. In Fraser, these primary employers provided the foundation for the community and drew residents into this area. A little known piece of history is that the Town of Fraser hosted a Prisoner of War Camp during World War II. Though there are currently very few signs of this camp, there is clearly a story to be told. The area was known as the "Western White House" as a favorite spot for President Eisenhower, who spent many summer months fly fishing Fraser Valley waters while serving as President. And, last but not least, the Town of Winter Park and the Winter Park Ski Resort are the close neighbors and partners of the Town of Fraser. The ski area has long been among the leading Colorado resorts, and the Town of Winter Park provides a fabulous opportunity for cost sharing and collaboration on service provisions, marketing, and demonstrating the roles of these two diverse but complimentary communities.

The Town of Fraser currently encompasses approximately 2,300 acres and is home to 1160 year-round residents. Recently, the population of Fraser began being supplemented by second home owners. Fraser recognizes that the seasonal tourist economy combined with the trends in the national economy create a challenging environment for local businesses. The success of the business community is vital to the success and future of the entire community. The Town of Fraser requested a downtown business assessment following the adoption of the 2010 Comprehensive Plan in order to help the Town identify areas that will enhance the business environment while engaging and energizing the business community and providing other opportunities for economic growth.

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

- Wonderful place to raise a family
- Unique community with a great deal of potential
- Fraser offers a unique lifestyle
- Feels like home
- Rich in history
- Sense of community
- Safeway is a great local asset for the community
- Organizations committed to the valley
- Not pedestrian oriented
- Few reliable transportation options
- Cost of living is high
- Limited opportunities for higher education
- There is a lack of collaboration in the community
- There is a lack of engagement in the community



IDENTITY AND MESSAGING

Many communities struggle to find their own unique niche. What makes one downtown different from another and how to capitalize on those unique differences 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 do not feel that there is any 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 website, 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 what the Town of Fraser currently is and wants to be in the future. During the focus groups, discussion centered around what Fraser is in relation to Winter Park and the need to differentiate themselves. A common theme was that Fraser was the "hometown of the Valley" and provided many of the necessary services that Winter Park did not. However, the reliance on Winter Park tourism makes it difficult to completely discount being a tourist destination.

Recommendation: Prior to attempting to implement any of the recommendations in this plan, Fraser needs to conduct a community visioning process to determine their current and future identity and guiding values. This visioning process will help

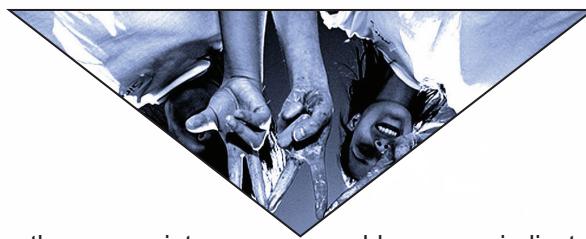
to identify what makes Fraser unique, what principles are important and how to capitalize on those assets in the future. This effort will help to establish a strong foundation from which they may implement any branding, promotional and business development/recruitment efforts.

- 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 for public input to obtain feedback. Use this information to decide with certainty who Fraser is and what they stand for.
- Focus efforts on building awareness, visual identity, and programming specific to downtown Fraser. All local promotional/tourism efforts focus on either Winter Park or the valley as a whole and none specifically address Fraser. Promotional efforts and materials need to be focused on Fraser specific businesses and assets to set it apart from other towns in the valley.
- Connect the organizations and businesses through website, materials, and a summit to clarify roles and overall mission within the county. The county organizations do not currently have a formal channel of communication and ways to exchange information. This would allow these organizations to better utilize the limited available resources and decrease duplication of efforts.
- Streamline Fraser business and development processes. It is currently considered difficult to navigate the business start-up process. The Town and the Business Economic Development Association (BEDA) should create user-friendly business development materials, identifying all necessary steps to start a business. This should include information on business resources for existing businesses and also feature the amenities of living and working in Fraser.

ORGANIZATION

The first section of this report focuses on Organization, which includes developing collaboration, volunteer recruitment and management, fundraising 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
- 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: The number of entities working on

problem areas indicates high levels of duplication and inefficient use of overall resources to achieve given objectives. During the focus groups, it was commented that currently 137 non-profits work within Grand County. Many other organizations, without non-profit status, are also working with businesses and local governments. With this large number of non-profit organizations competing for the resources, both monetary and human, and the small population in Grand County, the groups are not being supported in a sustainable way. Additionally, they may not be reaching their target audiences or their objectives.

Recommendations: Develop a Grand County Summit (held in Fraser) for private sector, non-profits, public sector, informal groups, and interested parties to discuss problem areas, objectives, resources, and consolidation and collaboration of efforts focused on economic development, health care, education, and other community service needs. This summit should be held in the form of a facilitated discussion, giving the organizations an opportunity to talk about their missions, objectives, services and resources.

- Increase communication and collaboration between organizations. It is extremely important that the various organizations in the community are aware of what the others are doing. Their missions and objectives may not be similar, but in the end they are all working for the betterment of Grand County and Fraser. Begin the increased communications and collaboration by simply linking to each other's websites. Make sure visitors to the area as well as residents can find you and your services. Identify projects and areas where you can collaborate to save resources and maximize your successes.
- Develop a mechanism for incorporating social services and community organizations into the visioning process. While the town is working on its vision and identity, it is important that the organizations serving the town play a role and understand their part in the community.

Observation: Fraser is not adequately represented and promoted. Although much older than Winter Park, the Town of Fraser relies heavily on Winter Park for its success. The impression is that Fraser sees itself as the place where the employees of Winter Park live and the history of the valley resides. Fraser, however, does not seem to take an active role in ensuring that Fraser is front and center in promotions and adequately represented throughout the county.

Recommendations: Prioritize and promote Fraser as an independent entity. Fraser has developed in a rather random fashion, so that currently there is no defined downtown area. The historic downtown is outlined on a town map, however the community does not identify any one place as the commercial center of the community. Where is Downtown Fraser?

- Town elected officials and staff should identify the downtown boundaries and declare it a priority for the town. These boundaries might include the Safeway and Alco Centers all the way to the library.
- Before the community can fully engage in building a strong commercial core for Fraser, it must be clear what the boundaries of the commercial core are. Fraser Planning Commission, with input from the community, should identify what it determines to be the desired commercial core. Infill should then be encouraged within this area. Critical mass of both buildings and businesses is required to succeed.
- Develop a long term financing and management mechanism for downtown.

Success in downtown revitalization requires the engagement of the property owners, business owners, residents and organizations in the commercial district. Commitment to the shared vision and mission of the district will help to ensure this success. While volunteers are vital to determining needs, implementing plans and carrying out promotions and marketing of the district, there needs to be a point person to see that the volunteers are carrying out their chosen tasks and directing efforts. The stakeholders could consider using the National Trust for Historic Preservation's Main Street Model or a similar revitalization program as a management tool for improving the defined downtown area. This

comprehensive 4-point approach covers all aspects of revitalization as opposed to a more narrowly focused approach. In addition, stakeholders should consider creating a special improvement district (Business Improvement District, Downtown Development Authority, or Urban Renewal Authority) to engage property and business owners financially in the revitalization of the district.

- Create a formal mechanism for gathering community input and letters of support for grant applications and additional resource development. Community support is necessary for receiving funding from grants. It is important to show collaboration and community buy-in. In order to gather community support, a network of organizations, individuals and stakeholders must be developed along with a method for soliciting input from these entities. Communication is critical with these entities. Using online tools, such as Constant Contact email blasts, Survey Monkey, blogs, and others, to inform and to poll stakeholders, is also a way to solicit support and input for grant applications and resource development.
- Create clear volunteer opportunities for community engagement including a youth council, public improvements, and signage committee. The more commitment the community has to the success of Fraser, the more successful Fraser will be. By engaging volunteers, including the youth of the community, in the advancement of the goals of the revitalization plan, the choice and implementation of public improvements and the commitment to appropriate signage in the district, the vision can be realized. A clear plan for engaging volunteers, recognition and management of volunteer opportunities should be established and maintained by a volunteer coordinator.
- Engage economic organizations of Winter Park/ Fraser Valley such as, development/marketing



organizations in a Grand County Summit to determine each organization's commitment to Fraser.

Several economic groups are involved in the marketing of Grand County and Fraser. It is unclear if these economic groups are duplicating efforts and diluting resources to accomplish some of the same goals. Fraser does not seem to be taking an active and focused role in the promotion of the community or its assets to increase its economic base. Fraser seems to be relying on the other entities to determine its economic future. Once Fraser is able to determine what each of these entities is doing to market the region, it will be able to fully engage and direct its own involvement and impact of that marketing. It is imperative that Fraser take an active role in its own marketing efforts so that Fraser is appropriately represented. In order to be more equally represented, Fraser may have to commit funds to these organizations to have a louder voice in the marketing.

promotion



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 few promotional efforts or materials focused on Fraser. Since most marketing efforts are focused on Winter Park or the valley as a whole, Fraser's assets get lost and are not effectively promoted. Without a clear community brand that differentiates it from the rest of the valley and Fraser-specific promotional materials, Fraser will not become a destination.

Recommendations: Develop Fraser-specific collateral material that highlights and builds on existing events and amenities. Create a business group or further develop Business Without Borders to oversee the development of those materials and other promotional efforts.

- Develop new community brand (identity) and related promotional campaign. In the focus groups, it was clear that community members wanted to see a strong brand developed that would highlight the community's assets. Common themes were "hometown, scenic beauty, real, genuine, close-knit, great place to raise a family, center of services in the region, natural amenities, etc."
- Conduct a review of all event objectives and schedules. Enhance existing successful events and identify opportunities for new events. Fraser needs to collaborate with other valley towns to create one central community calendar. However, they need to enhance existing events and create new ones where appropriate that celebrate and differentiate Fraser.
- Highlight Fraser activities and local events from all groups (the library, historic park, and community center activities that are available to the community and businesses.) Enhance and better promote these activities that are already successful at these public venues.
- Develop a Fraser business directory for print and download. This would be only for Fraser businesses.
- Package existing recreational/sports events and related amenities/resources (sports, trails, ponds, river, tournaments, etc.). Promoting additional amenities to visitors who are already coming to Fraser for recreational events will increase dollars and time spent in Fraser.
- Utilize the town website as the central portal of information for all activities, events, services,

Observation: Fraser's history and built environment are marketable assets for Fraser as well as Winter Park. This is an asset that is important to the community and is a sense of pride. Fraser's history makes it unique as a destination in the valley; this asset is currently under-exploited.

Recommendations:

- Develop a heritage tourism program and supporting promotional materials. This should include materials, sites, and merchandise that capitalize on the history of the town: Doc Susie, POW Camp, cemetery, Cozen Ranch Museum, and history park.
- Work with Amtrak to better take advantage of and promote the railroad, depot, and historic district. Package activities around railroad travelers. Create materials and utilize regional media to attract Amtrak travelers to stop in Fraser and spend the day.

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: While Grand County and certain locations within the county have capitalized on economic development in the past, Fraser has not had targeted efforts to engage citizens, developers and the business community. In order to move development forward while keeping the historical integrity of the community intact, coordinated efforts at the local level need to occur.



Recommendations:

- Utilize Grand County Summit to develop stronger collaboration between economic development organizations and identify one to focus on Fraser businesses.

The Grand County Summit will need to engage the Fraser community at-large in order to sustain existing businesses within the community and create a vision for the future commercial interests in Fraser. Through coordination with the chamber of commerce, Business Without Borders, historic preservation interests, and other business groups, Grand County Summit will be better able to promote a singular message on why locating in Fraser is important and viable.

- Conduct a vacant downtown property inventory and post it on the town website. As time and resources allow, expand site inventory to be more informative with additional zoning information, dimensions, description of surface conditions, description of utilities, and parking requirements.

The town has many vacant parcels that have significant influence in enhancing or detracting from the character of Fraser. Utilizing existing property data, a database of available properties should be made available online in order to promote business interests in the town. Providing this information, in addition to a comprehensive market analysis will allow potential business owners with the information needed to make better decisions on where to locate in the Town.

- Inventory products and services available in Fraser and create material to highlight them. Fraser provides a variety of services to the community and there is no single source that promotes this effort. Partners, like the Bank of the West for example, have resources available that could create an online “Marketplace” or business directory. This tool would allow the community, visitors, and potential new residents the ability to see what is available in Fraser and produce incentives (coupons, event notices) that would increase traffic to the website.

- Develop energy grant focused on replacing street lighting with more efficient light sources. Street lighting in the Town of Fraser could be provided by more energy efficient sources. From using LED traffic signals to “greener” overhead and pedestrian lighting, the Town should explore

grant opportunities (ex: Governor’s Energy Office, USDA) to replace existing fixtures with more energy-efficient sources.

Observation: Fraser is fortunate to have many organizations, both for-profit and non-profit, that enhance the quality of life within the Town. In order to better use resources and create needed information and data, the town needs to build upon its vision and develop tools that will enable residents, guests and business interests to learn about Fraser and be better informed about opportunities to sustain and enhance economic opportunities in the town.

Recommendations: Compile a list of information, analyses, programs, and other services to support economic development initiatives in Fraser.

- Conduct various market assessments that will provide data that will allow decision-makers, developers and business interests to make better informed decisions. Fraser’s community differs from that of its neighbor (Winter Park), and residents are proud of the history of their town and look forward to opportunities when the economy bounces back. In order for investment to continue and grow, market assessments are needed to provide the necessary data to make decisions, both from the town’s position as well as the developer. From home health to open spaces to transportation needs, analyzing what is in place and what may be needed is vital to spur economic growth. Initially, some steps can be made with minimal investment. For example, town businesses could ask patrons for their residential zip code. This would enable the business community to target where customers are located and where advertising dollars should be spent.
- Explore options to utilize corporate grant programs to fund local projects. The community is fortunate to have many corporate partners that have invested in Fraser and shall for the long term. For example, Bank of the West has a Charitable Investment Program that was created to help meet the needs of the communities they serve by supporting non-profit organizations dedicated to improving quality of life, particularly for low and moderate-income individuals and communities. Bank of the West is proud to sponsor events that enhance the vitality of neighborhoods, celebrate community’s successes and support local

charities. This community partner and others should be engaged in order to build support for town initiatives that may include sponsoring large-scale events, funding small capital projects, or creating marketing collateral that could better tell the story of the Town of Fraser and its history.

- Investigate the role of Fraser in the Colorado Workforce Development Board, NW subregion. Colorado Workforce Centers are located throughout the state and provide a variety of free services to employers and job seekers. From job training to tuition reimbursement for employers, centers provide services that assist communities with specific needs. The town needs to establish connections with the Center in Granby to see how the group can assist town employers and job seekers with tools that can grow employment in Fraser.

d e s i g n



DESIGN

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

Observation: There are a lot of great natural, physical and community assets located in and around Fraser that are not connected by consistent and safe pedestrian connections, not adequately identified and mapped, and, therefore, generally not well understood especially by visitors and tourists. The town is not perceived as pedestrian friendly and lacks a "sense of place."

Recommendations: Identify means of physically and visually connecting amenities with the overall goal of reinforcing "the sense of place" for Fraser.

- Signage and wayfinding: Clearly identify and improve gateways into town and all tourism destinations and resources. Provide directory map and pull out; directional signage for motorists and pedestrian signage, and enhance and augment interpretive signage. Design of signage should reflect history, identity, brand, and vision.



- Enhance trail connectivity through enhanced trail heads; improve access and parking at trail heads; and complete regional trail connections.
- Convene meeting with CDOT representatives to explore pedestrian-friendly improvements along Highway 40 including traffic calming, crosswalks, signals, continuous accessible pedestrian routes accessing both sides, and funding mechanisms.
- Include seasonal planting, banners, and other short-term, low-cost projects to enhance the appearance of the commercial districts in downtown.
- Implement an enhanced pedestrian environment by connecting commercial areas, community facilities, recreational venues and historic and cultural assets through sidewalks, traffic calming devices including crosswalks, wayfinding, interpretive and directional signage.
- Improve pedestrian lighting in all enhanced pedestrian corridors, considering enhanced pedestrian ambience and safety, state-of-the-art LED light sources to achieve energy savings and reduced maintenance costs. Explore grant funding and utility company rebates.

Observation: Fraser's sense of community suggests the need for a venue or multiple venues for celebration and gathering as a community of locals as well as providing flexibility to accommodate larger, more tourist oriented events as economic generators.

Recommendations: Identify existing and potential locations for public and community gathering areas and event venues, information kiosks or centers, ample public parking, signage, and amenities.

- Explore creation of town center near town hall linking Fraser Historic Church, town hall, elementary school, and library.
- Consider long-term goal of potential relocation of some town operations to alternative location to create space



for expansion of town center campus and possible large event venue designed as a town square with a grass amphitheatre, stage, plaza and other pedestrian amenities.

Observation: Fraser does not have a uniformly attractive, well-maintained appearance commensurate with the natural beauty of its surroundings or consistent with the high quality of the recent developments.

Recommendations: Develop programs and initiatives to improve the overall appearance of the town especially from important public corridors.

- Develop program of education and awareness, as well as a volunteer program to beautify and clean up or screen areas of stored or abandoned vehicles, machinery and construction equipment.
- Develop design guidelines for architecture, public amenities, site development and landscaping in the downtown and explore a plan for funding and implementation including amending the town code and approval process, volunteer compliance by property owners and businesses and residents.
- Explore establishment of funds to provide seed monies for initial design studies to encourage reinvestment and renovation of properties, facade improvements, landscaping and amenities.

FUNDING MECHANISMS

Potential sources of funds that the Town of Fraser could investigate and discuss with the Town Board and the public are included in the following list:

Town Fees:

- **Vendor Fees:** These are charges applied to concessionaires at events, parades, community gathering places.
- **Business License Fees:** Already in place in Fraser. These are fees that can be assessed when a new business comes to town. This will help generate revenues for the community and will help in identifying what businesses are located in town. Many times the fees are paid every year. These dollars could be earmarked for specific business needs, events, marketing, etc. May be increased, lowered, or adjusted to impact the businesses, types of businesses, and revenue generated for the Town by businesses and should be consistent with surrounding jurisdictions. Be

careful not to add to the burden of small or start up businesses in a down economy.

Temporary Personnel Assistance:

- Research grant opportunities for personnel; Opportunities exist through South West Youth Corp, AmeriCorps, Universities, or other agencies that provide interns.
- Utilization of DOLA's Best and Brightest program is a reasonably affordable program benefiting both the student and the Town.

Direct Town Assistance:

- Allocate funds directly from the Town for the downtown development.
- Investigate the implementation of an Enhanced Town Sales Tax Incentive Program.
- Evaluate the Town's existing Capital Improvement Plans to categorize improvements as either Town-Wide improvement or Downtown/ Business improvements. After categorization and prioritization is completed, then compile a fiscally sound plan for capital investment recommendations to the Town Board utilizing all forms of local monies, grants or debt capabilities.
- Investigation of the establishment of Downtown Development Authority or Business Improvement District to provide operating support for business marketing and development.

Relationship Development:

- Work with DOLA to enhance the current working relationship with CDOT 3 Planning and Management Region Engineering Manager.
- Enhance the current working relationship with Region 12 NWCCOG examining opportunities for services and networking.

Grant Funding Opportunities:

- Heritage Tourism Office/Colorado Tourism Office Grants: Grand County Tourism Board should work together with the chamber of commerce 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. For more information, visit the website <http://www.colorado.com/ai/MarketingGrantCriteriaFY2009.pdf>

- Investigate the uses and eligibility of the Bank of the West grant program for use as matching monies/ leverage on other grants.
- Investigate Live Well Colorado, Colorado Health Foundation and Colorado Rural Health Center Grow Programs for opportunities related to health living and lifestyles.
- Community Development Block Grant or Rural Business Opportunity Grants: These are federal funds that are distributed by DOLA. There are funding restrictions based on income requirements of recipients.

The Division of Housing and Division of Local Government have funds available, as does the Office of Economic Development and International Trade. DLG money is used for public facilities, DOH money is used to construct housing. Visit each agency's website to learn details.

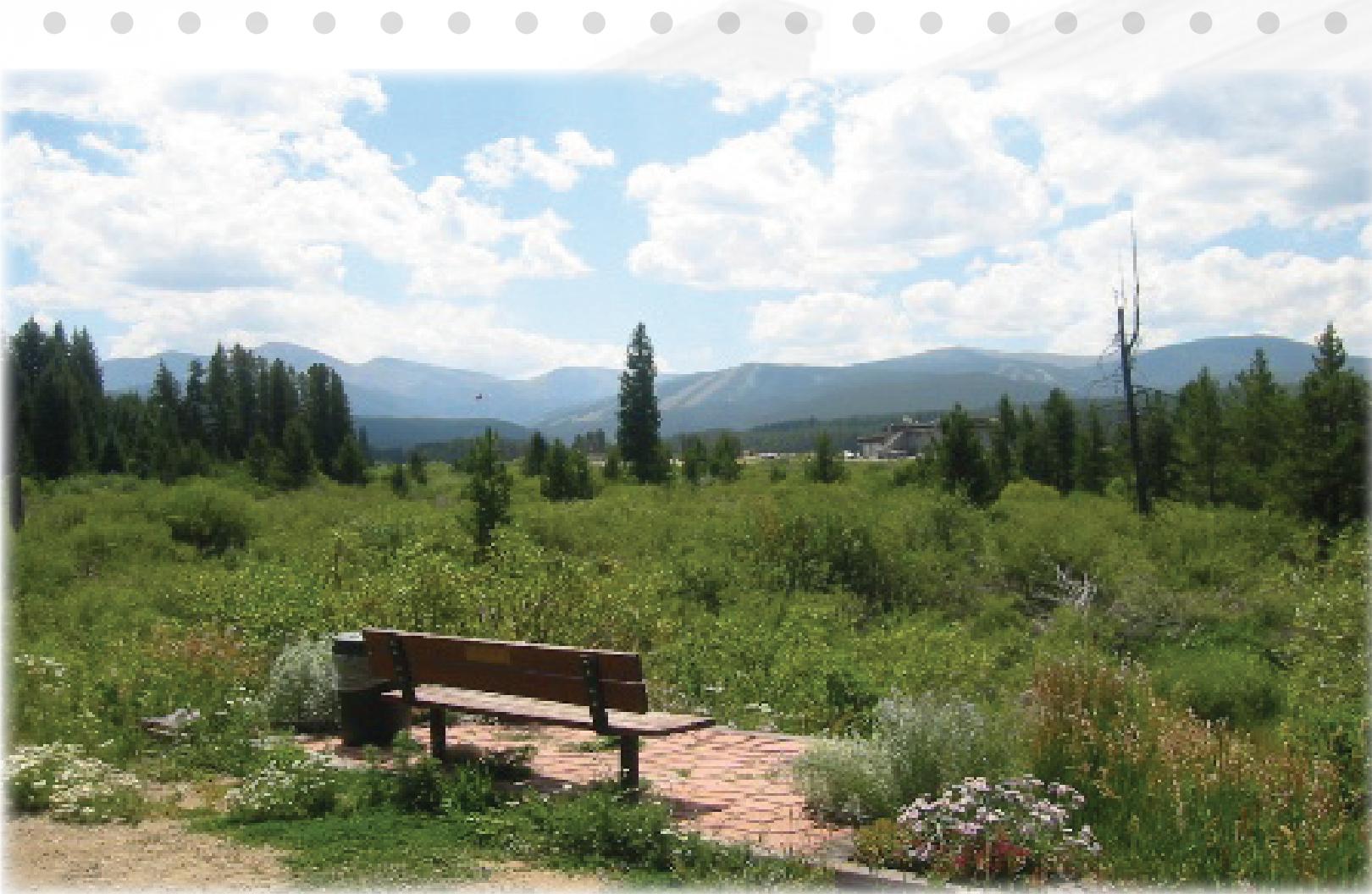
Business Development and Re-development:

- **Northwest Colorado Council of Governments:** Specifically investigate revolving loan funding for business start-up and development.
- **Governor's Office of Economic Development and International Trade** – This agency has several programs from economic development assessments to small business development centers.
- **EPA Brownfield's 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 new funding programs to retro-fit both public and business HVAC and lighting systems. Fraser's businesses could utilize new technology and renewable energy sources to reduce costs. The town could convert streetlights to more energy efficient LED type lights. Investigate the uses and eligibility requirements for the Governor's Energy Office Qualified Energy Conservation Bonds.
- **Small Business Administration and Economic Development Administration:** These are two Federal Programs that can assist local businesses in business startup, expansion and relocation.
- **Downtown Colorado, Inc., and other non-**

profits: As a member of Downtown Colorado, Inc., Fraser could continue to be eligible for DCI services, training, and educational programs. It would be beneficial to review programs such as the Main Street Candidate Program that might offer some on-going training and support to Fraser's downtown efforts. Additionally, Fraser should access the benefits of the collaboration of DCI and Colorado Brownfield Foundation (CBF). A half day workshop is available to communities interested in working on downtown revitalization and brownfield sites.

FISCAL MECHANISMS

Clifton Gunderson, LLC. is offering a fiscal review program analyzing 18 points of municipal government. Clifton Gunderson is an experienced CPA and local government management company. The fee for this service is based on municipal size and is reasonably priced.



Focus Group and Meeting Participants

- Town appointed and elected officials
- Town staff
- Business owners
- Property owners
- Town residents
- County and town non-profits and service providers

TEAM MEMBER BIOS

Tracy Barnett

Manager, MainStreet Steamboat Springs

Tracy has been the program manager for MainStreet Steamboat Springs (Colorado) since its inception in 2004. Following 20 years as a restaurant owner and manager in Steamboat Springs, the change to managing a totally volunteer organization dedicated to preserving, promoting and enhancing the downtown business district of a bustling resort community is right up her alley.

Tracy received her BA in Psychology from Hamline University in St Paul, Minnesota, and her BS in Recreation Administration from California State University at Hayward. Both degrees have served her well in her chosen careers.

Born in Winona, Minnesota, moving to California, and finally to Colorado, a life long dream to live in “the Old West”, with its wide open spaces and casual, friendly western lifestyle, has been fulfilled.

Christian Brixey Cherek

Independent Marketing Consultant

Christian Brixey Cherek has 20 years of marketing and public relations experience including 15 years in downtown development and management as both a practitioner and a consultant. The multifaceted brand identity marketing campaigns she has developed have won prestigious awards in both the marketing and downtown industries.

Before establishing her own marketing consultancy, Christian Brixey Cherek was the Executive Director of the Cheyenne Downtown Development Authority in Cheyenne, WY for 9 years. The award-winning consumer and investor marketing campaigns and other innovative programs she developed assisted the organization in quadrupling their annual revenues and attracting almost \$100 million in completed and proposed downtown investment.

Prior to that, Cherek was a senior associate with Progressive Urban Management Assoc. (PUMA), a consulting firm that is a national leader in downtown and community development. At PUMA she helped to develop strategic plans and marketing strategies for downtowns, business districts and organizations across the nation, as well as guided the marketing efforts for PUMA. Before PUMA, Cherek served as the Executive Director for the Lower Downtown District, Inc. (LoDo), a marketing and advocacy association for the historic entertainment district near Coors Field in downtown Denver. While there, she created another award-winning branding campaign which helped LoDo to rise from the 10th to the 2nd most visited tourist attraction in Metro Denver.

Cherek was appointed by the Governor of Wyoming to lead the creation of the Wyoming Main Street program and guided the Colorado Community Revitalization Assoc. (since renamed Downtown Colorado, Inc.) through a major reorganization and expansion of services. Cherek has been a longtime member of the International Downtown Association and the National Main Street Center, as well as many other community development, business and marketing organizations. She has been a featured speaker at industry conferences and workshops and her writing has been published in trade publications, books and national, regional and local periodicals. Cherek was named to the 2000 Denver Business Journal's Forty Under 40 roster, chosen for her commitment to professional excellence and contributions to the community. She holds a Bachelor of Arts degree in Journalism/Public Relations from the University of Wyoming.

down town F R A S T R

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 an 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.

Richard Marshall, FASLA**Nolte Engineering**

Dick is the Planning Manager in Nolte Associates office in Denver, Colorado. He is a landscape architect with over 35 years of experience working to improve the quality of life through the design of the physical environment. His projects include streetscapes, parks, trails, resorts and urban plazas. He was awarded the distinction of Fellowship in the American Society of Landscape Architecture and is a Registered Landscape Architect. He led the development of Streetscape Guidelines for the City of Denver and Lower Downtown. His work for the National Park Service included projects in Yosemite, Sequoia, and Grand Canyon National Parks and Cape Hatteras National Seashore. Dick currently sits on the Board for the new 14th Street Placemaking Initiative and the 16th Street Mall Steering Committee in Downtown Denver. He is currently serving as the Program Manager for Cherry Creek North BID's 16 block Capital Improvements project.

Vicki Mattox**Managing Director, Stifel, Nicolaus and Company, Incorporated.**

In her career, she has worked with mountain tourism towns and special districts including the towns of Dillon, Winter Park, Gunnison, Grand Lake, Fraser, Frisco, Durango, Grand Lake Fire Protection District, Grand Fire Protection District, Crested Butte Fire Protection District and school districts in Durango, Bayfield, Delta, Denver, Johnstown-Milliken, Jefferson County and Montrose.

Ms. Mattox joined the Denver office of Stifel Nicolaus & Company, Inc., early in 2005. Prior to joining the firm she was a banker at George K. Baum & Company for 21 years. While she was with George K. Baum she served as the lead or co-lead banker for more than 400 municipal bond financings and oversaw the issuance of more than \$2 billion of tax-exempt bonds and notes. She developed innovative financing structures including the certificates of participation issue for the City of Englewood Civic Center project and the only tax-exempt issue ever completed for a non-profit water company in Colorado. She was also a member of the finance team that designed the City and County of Denver's successful minibond program.

Ms. Mattox holds a master's degree in public administration with an emphasis in finance and policy analysis and a bachelor's degree in economics, both from the University of Colorado at Boulder.

John Overstreet**Vice President and Director of Parks Policy and Planning, Matrix Design Group.**

John brings nearly twenty-five years of experience working in both the public sector as well as consulting with multi-disciplinary agencies nationally. John will lead operations analysis and support the design team in this project. John has worked for over a decade providing comprehensive planning, strategic assessments, and master planning for governmental agencies nationally. He has worked with agencies to provide a variety of services, from starting a park division to providing policies and procedures to better serve residents. John understands the dynamics and challenges that can be faced with a growing parks, trails and open space system.

His experiences from managing public agencies in Florida and Georgia to the Rocky Mountain West bring a unique perspective on best practices from operations and management to long-range capital development strategies. John has worked from front-line personnel in county agencies to leading the parks and planning division for the City and County of Denver. He has lectured and taught at the collegiate level, continues to speak at national and regional conferences, and has been published in periodicals. His work efforts have garnered hundreds of millions of dollars in funding through various bonding measures.

Greg Winkler**Field Manager, Department of Local Affairs**

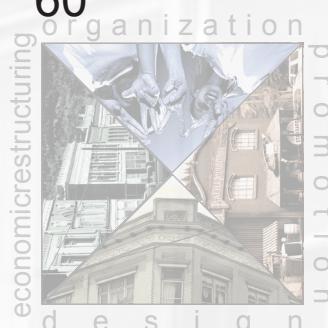
Greg Winkler has worked for the Colorado Department of Local Affairs as the Regional Manager for the Northern Mountain Region for the past three years. Prior to joining DOLA he was the County Administrator in Teller County, Colorado for 16 years. He has been the President of the Association of Colorado County Administrators, the Colorado City and County Managers Association and is a 20 plus year member of the International City and County Management Association.

He holds a BA in Economics from Belmont Abbey College, Belmont, North Carolina.

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Please contact DCI for electronic copies.



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

Fraser Action Matrix: Organization

Organization		Time	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 town map and declare this the priority.	Town Planner	Planning Commission/ staff/ citizens	Prioritize and Promote Fraser as an independent entity
1-6 m	Determine a vision and mission statement for the defined commercial district for Fraser			Town 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 advisory committee to assess how the mission objectives are being met.	Town Council	Property owners, business owners, residents and organizations	Develop a long term financing and management mechanism for downtown.
1-3 m	Complete stakeholders' analysis to ascertain primary partners in development process. Request participation of targeted stakeholders in an advisory committee for commercial corridor.			Announcement, Agenda, completed stakeholders' analysis form, schedule of monthly meetings, and regular communications updating the town council on progress.	Town	Get representatives from Library or School, Sharky's Owner, Retired person, School, Town Council, Bank of the West	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	Town	Stakeholders/Businesses Without Borders/	Develop a long term financing and management mechanism for downtown.
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.	Town	Staff	Develop a long term financing and management mechanism for downtown.
1-3 m	Engage business community in dialogue to assess the resources and objectives that Businesses without Borders can focus on Fraser commercial corridor.			Memorandum of agreement between Fraser, Business Without Borders, and Advisory committee outlining responsibilities for promoting Fraser businesses.	Town	Advisory committee and Business without Borders.	Create a formal mechanism for gathering community input and support
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.	Town	Staff	Develop a long term financing and management mechanism for downtown.

Fraser Action Matrix: Organization

Action Item	Measurement of Success	Initiator	Potential Partners	Recommendation
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 downtown, Survey Monkey or other survey tool, downtown blog.	Town	Advisory committee, Businesses Without Borders/ Bank of the West as funder	Create a formal mechanism for gathering community input and support
6 mo + Use the communication tools above to gather support for grant applications, resource development, and funding.	Create monthly calendar looking at points of stakeholder contact and options for feedback.	Advisory Committee		Create a formal mechanism for gathering community input and support
3-6 mo Create and distribute project description and volunteer needs form to groups engaged in downtown efforts.	Form outlines downtown projects and tasks for volunteer involvement. Distribute forms to advisory committee, business without borders, and town and collect information on at least 5-10 different projects. Compile information received for 5-10 projects and create job descriptions for volunteer engagement. Job descriptions are sent to organizations with volunteer capacity (school, retired, community college, etc.)	Advisory 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	Advisory Committee		Create clear volunteer opportunities for community engagement
6-12 mo Hold an Economic (“GRAND SUMMIT”) Summit of Economic Development/ Marketing organizations to determine roles, duplication of efforts, collaborations for Grand County. Develop a letter explaining the desire to consolidate use of county-wide resources for specific fields (health care, etc.).	A clear understanding of the roles of each organization and contributions to the marketing of Grand County, including Fraser specific marketing. Complete stakeholder analysis for Grand County. Develop a letter explaining the desire to consolidate use of county-wide resources for specific fields (health care, etc.).	Town	Chamber, Tourism Board, Businesses Without Borders, BEDA, others	Engage economic organizations of Winter Park/Frazer Valley....
12+ mo Determine what Fraser can do to better market its own assets and create a stronger presence for Fraser	A marketing plan for Fraser-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	Advisory Committee	Marketing committee once formed	Engage economic organizations of Winter Park/Frazer Valley....

Fraser Action Matrix: Identity and Messaging

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 Fraser and the future they want for their community. 2) See above for branding sequence.	Town	Community business and tourism groups, Town, 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 downtown within the context of the new community brand.		Regular communications with preservation and heritage tourism organizations to build that aspect of the Fraser image. Include a Fraser History campaign for students and residents to submit drawings, art pieces, stories, poems, and other artistic interpretative works to display throughout town.	Town	Heritage tourism group, preservation board, local businesses, Town	Focus efforts on building awareness, visual identity, and programming specific to downtown Fraser.
3-6 m			Regular meeting agendas and report to town council on progress and activities.	County/ non profits	Town, 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.	Town	Community business groups, local businesses/developers/realtors	Streamline Fraser business and development processes. Create user friendly business development materials.

Fraser Action Matrix: Economic Restructuring

Economic Restructuring		Measurement of Success		Initiator	Potential Partners	Recommendation
	Action Item					
1-3 m	Engage the Colorado Workforce Development Center in Granby	Town officials and business leaders meet with Center	Town Manager	Senior Staff, Major employers in Town		
1-3 m	Create request for existing information on workforce, housing, health care, and day care needs as well as sales tax leakage to compile studies that are already available.	Request form/letter clearly explains the need for consolidated and accurate information to more concisely plan for economic and community growth in the region. Creation of a document that catalogs existing and projected workforce needs. Include plan for updating information and analyzing trends.	BEDA	Advisory committee, local Workforce Center, local employers, Colorado Rural Health Center, GCRIN, other networks and associations	Proactively identify and anticipate workforce needs in the valley	
1-3 m	Engage regional educational institutions to actively participate in distributing volunteer job descriptions and identifying students who have interest in or aptitude to fill workforce needs.	List of educational institutions with contact willing to work on workforce issues. Database of students identified and volunteer opportunities engaged in. Utilize database to link students to meaningful volunteer opportunities.	BEDA	Workgroup referenced above, Colorado Rural Health Center, Western Area Health Education Center, student career centered clubs, teachers, counselors, mentors	Identify and nurture community members, including youth, who show interest or potential to fill an anticipated need.	
1-3 m and ongoing	Identify major employers interested in increasing local/long-term employee capture. Work with existing major employers from the county to identify matching funds for scholarships for continuing education or training programs.	Develop list of educational programs to support workforce needs and the local employers who contribute to scholarship funds. Creation of scholarship application (where students describe how they will contribute to the community).	BEDA	Two workgroups referenced above, community members, Colorado Rural Health Center, All Businesses in Community, Real Estate and Regional Development interests	Form local scholarship funds for targeted training and development programs	
1-3 m and on-going	Recruit local professionals and tradespeople who have capacity to offer these training opportunities	Create online survey of trades people and students to gather information and create a match up site for training.	Workforce Center	Professional training programs such as UC Denver School of Medicine, Rocky Vista University	Explore offering internships, training rotations, apprenticeships, etc for targeted workforce sectors	
0-3M	Inventory products and services in Fraser and create material to highlight them.	Matrix that highlights businesses in town and products, services and events that occur in the Town.	Business without Borders	Business Without Borders (BWB), BEDA, Chamber of Commerce		

Fraser Action Matrix: Economic Restructuring/Design

	Action Item	Measurement of Success	Initiator	Potential Partners	Recommendation
3-6M	Conduct a vacant downtown property analysis and inventory and publish on Town website	Data collected and published on website	Advisory Committee/town (create volunteer opportunities for students).	All Businesses in community	
6-12M	Develop grant proposal focused on replacement of lighting and fixtures that are not efficient, especially along the highway.	Develop grant and submit to applicable agency (USDA or GEO).	Town Staff and Utility Provider	CDOT, Planning Commission	
3-6M	Identify corporate partners in Fraser that could fund local projects through grants and other mechanisms	Create list of businesses that have community giving programs towards civic interests	Planning Commission	Bank of the West, Safeway	
Design					
	Action Item	Measurement of Success	Initiator	Potential Partners	Recommendation
1-3 mo	Convene meeting with CDOT representatives to explore pedestrian friendly improvements along Highway 40.	Town Council creates letter indicating which of the following are the highest priority: traffic calming, enhanced crosswalks including bulb-outs, signals, sidewalk improvements, ADA ramps and tactile warnings, medians with pedestrian refuge zones, landscape improvements, and signage. Discussion should also include potential funding sources, next steps, additional meetings schedule, etc. Communication to CDOT (cc DOLA) and a meeting date is identified.	Town Planner and Public Works Director	CDOT, DOLA, Governor's Energy Office, Downtown Colorado, Inc.	Convene meeting with CDOT representatives.
3-6 mo	Identify and inventory trails and connectors through a survey. 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.	Completion of inventory and trails plan and contact potential partners to discuss options for funding enhancements.	Town Planner and Public Works Director	CDOT, Grand County, GOCO, USFS, BLM, VOC.	Enhance Trail Connectivity

Fraser Action Matrix: Design

Action Item	Measurement of Success	Initiator	Potential Partners	Recommendation
3-6 mo	<p>Identify potential low-cost, short term projects to enhance the appearance of the commercial districts in downtown. Projects may include enhanced seasonal planting 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.</p>	Complete inventory of potential planting and banner locations within 180 days. Implement by Summer of 2011.	Town Planner and Public Works Director	Chamber of Commerce, Rotary Club, Lions Club, Volunteers, Business and Property Owners.
6-12 mo	<p>Engage the community in designing a Town Directory Kiosk and Map-Brochure, consider a Town-wide signage and wayfinding program including directional signs, regulatory signs, and interpretive signs.</p>	Announcement to the community, agenda for meetings, and Town report to the public on final design and placement. Engage Planner DCI, DOLA, or private firm to offer guidance or commentary and Public on signage plan to ensure maximum impact and longevity. Works Director	Chamber of Commerce, Rotary Club, Lions Club, Volunteers, Business and Property Owners.	Identify means of physically and visually connecting amenities
6-12 mo	<p>Assess existing "Gateways" into Fraser and identify affordable enhancements that can be made in the near future. Integrate two large annexed properties into image and identity efforts.</p>	Utilize Photo Voice to photograph all entrances and exits from neighboring areas (Winter Park) to better understand the needs for maintaining a feel of community and visual presence for visitors and residents.	Town Planner and Public Works Director	Chamber of Commerce, Rotary Club, Lions Club, Volunteers, Business and Property Owners.
6-12 mo	<p>Work with economic restructuring grant proposal to ensure that energy efficiency lighting program includes consideration of color rendition especially in retail areas, enhanced pedestrian safety and comfort as well as glare reduction and night-sky concerns.</p>	Public works is engaged in proposal creation.	DOLA, Governor's Energy Office, CDOT, Utility Company.	Improve pedestrian lighting

Fraser Action Matrix: Design

Action Item	Measurement of Success	Initiator	Potential Partners	Recommendation
6-12 mo Identify and inventory existing and potential locations for public and community gathering areas and event venues to host a wide variety of events and community activities. Consider enhancing the current "Town Center" to link the Fraser Amtrack Station with the Historic Church-Community Center, Town Hall and Park, Library and Elementary School. Consider relocation of Town services to alternate site to make room for additional event space and/or other complimentary facilities.	Complete Inventory of Event Venues and conceptual plan for "Town Center" including existing and potential parking, access, signage, and other amenities.	Town Planner and Public Works Director	DOLA, GOCO.	Identify existing locations for Events.
6-12 m Identify long term schedule and budget to implement improvements over time.	Existence of schedule and planned budget available for use in proposal creation.	Town Planner and Public Works Director	DOLA, GOCO.	Identify existing locations for Events.
6-12 mo Develop job description for volunteer projects to beautify and clean-up or screen unattractive areas within the Town boundaries.	Job description exists and is utilized by organization group to enlist volunteers.	Town Planner and Public Works Director	DOLA, Chamber of Commerce, Rotary Club, Lions Club.	Develop programs to improve the overall appearance of the Town.
Develop a system of 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. Explore seed funding of design concepts for private properties to encourage redevelopment where needed.	Design Guidelines adopted by Town Council and announced to the community. Agendas from meetings assessing potential seed money.	Town Planner and Public Works Director	DOLA, Chamber of Commerce, Rotary Club, Lions Club.	Develop programs to improve the overall appearance of the Town.

Fraser Action Matrix: Design/Promotions

Action Item	Measurement of Success	Initiator	Potential Partners	Recommendation
12-24 mo Consider and prioritize options and funding alternatives to implement desired pedestrian connections on US 40 and historic downtown including re-striping, medians, sidewalks, landscape improvements, furnishings, lighting, banners and signage. Identify low hanging fruit such as planters, banners and private property maintenance that community volunteers can implement.	Beautification volunteer's begin implementing "low hanging fruit" with community wide clean up day.	Town Planner and Public Works Director	CDOT, DOLA, Governor's Energy Office, Colorado Historical Fund.	Implement Enhanced Pedestrian environment
Promotions				
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.	Town	Event organizers, non-profit organizations, community business and tourism groups, town, county, citizens	Conduct a review of all event objectives and schedules. Enhance existing successful events and identify opportunities for new events.
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.	Town/ county	Community business and tourism groups, town, county and local events from all groups the library, historic park, and community center	Highlight Fraser activities activities that are available to the community and business.
3-6 m Develop exhaustive list of Fraser businesses 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 Fraser.	Business Without Borders	Community business and tourism groups, town, county	Develop a Fraser business directory for print and download.
6-12 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.	Advisory Committee	Community business and tourism groups, Town, County, citizens	Develop new community brand (identity) and related promotional campaign.

Fraser Action Matrix: Promotions/Financing Mechanisms

Action Item	Measurement of Success	Initiator	Potential Partners	Recommendation
6-12 m Work with local businesses to create flyer/brochure/coupons to create reasons for sports enthusiasts to spend additional time and money in Fraser.	Businesses track and report use of coupons.	County/ Town	Local businesses and organizations (such as attractions, lodging, shopping and dining) community business and tourism groups, Town and County	Package existing recreational/sports events and related amenities/resources – (sports, trails, ponds, river, tournaments, etc.)
3-6 m Survey citizens and business/community groups to determine informational needs from the town 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.	Town	Community business and tourism groups, Town, County, citizens	Utilize the Town website as the central portal of information for all activities, events, services, and other information for locals and visitors.
Financing Mechanisms				
Action Item	Measurement of Success	Initiator	Potential Partners	
On-going, start now! Evaluate the Town's existing Capital Improvements Plan to categorize improvements as either Town-Wide improvements or Downtown Business Improvements. After categorization and prioritization is completed, then compile a fiscally sound plan for capital investment recommendations to the Town board utilizing local fees, grants, and debt capabilities.	Completion within 90 days.	Town board's direction to Town Manager and Finance Director.	Establish a review committee, with public participation to assist in categorization and prioritization.	



Small Towns Shop Local Campaigns

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

Shop Local Objectives

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

Steps to Successful Shop Local Program

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

Step 1: Engage your stakeholders

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

Step 2: Determine the best slogan

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

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

Step 3: Promote your most powerful benefits

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

- Educate consumers on shopping local to support local community services. Shopping local is frequently becoming an ethical decision for consumers who want to reinvest in their communities. Teach people the benefits of voting with their dollars locally by educating them on how shopping locally positively impacts their community. Both Golden and Boulder have created online web pages to do just this. Explain that local services such as local law enforcement, fire, libraries, and schools are funded by sales tax dollars. Highlight that spending in the community, helps to keep your community top notch. Spending elsewhere supports someone else's school.
- Highlight that your economy is local. Just telling people to "shop local" may not change behavior. Many communities have noticed greater impacts when the businesses and customers can easily see the impacts of their spending. Some ideas for achieving these results are to create spending local cards, or "cash," or somehow mark a certain number of bills that will be spent in the community.

Some chambers might have cash prizes at events with a request that dollars be spent locally. The prizes can be given

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

Additional examples include:

- Lake City DIRT Dollars
- Brush Chamber Bucks

- Build loyalty through local coupon books and gift certificate programs. Loyalty programs are everywhere these days and for good reason. You can create your own loyal following by offering benefits through coupons, gift certificates, or frequent shopper programs geared toward downtown stores. La Plata County created a Be Local coupon book of local retailers. The Colorado Springs Downtown Partnership has created a Downtown Colorado Springs gift card in varying denominations that is accepted in more than 100 local retailers. Carbondale is currently holding a drawing for an electric car; shoppers receive a ticket when they shop at one of 200 participating Carbondale businesses.
- Traveling costs money and gas. Spending locally is more affordable and environmentally beneficial. Lots of small town residents are accustomed to driving distances to shop. Use this campaign as a way to encourage your community to be green, save money, and save the gas by shopping at home.
- Design a printed directory for your downtown and distribute it. It is important to have an online directory, but for those who are wandering through downtown, a printed guide can be a big help to encourage shopping. Check out Denver’s Old South Pearl Street guide for a good example. Many downtowns also build a large downtown directory, similar to what one might see in a mall.
- Share the news of what you have in town. All over the state we hear how small towns may not have everything that people need. Downtowns are different than they once were; they may not all be able to provide thread or socks, or other day needs. There will always be things that people need to leave town to find. But you might even surprise yourself with what you do have. Ask local businesses to provide a list of “Did you know we have?” and highlight each store on-line or through local outlets to inform the community of things that can be found locally.

Step 4: Develop strong collateral materials

Just because resources are tight in a small community doesn’t mean 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. 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.



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ELEMENTS FOR DOWNTOWN ECONOMIC & COMMUNITY DEVELOPMENT

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

MENU OF TECHNICAL ASSISTANCE

ORGANIZATION

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

PROMOTION

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

DESIGN

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

ECONOMIC RESTRUCTURING

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

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.

Identify Potential Volunteers by Stakeholder Groups

Steps:

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

Stakeholder Groups	Volunteer Source (individual or organization)
Business Owners	
Property Owners	
Neighborhood Residents	Government
Media	Utilities
Civic Groups	Youth/Schools
Preservationists	Financial Institutions
Religious Organizations	Religious Organizations
Design Professionals	Design Professionals
Al's	Institutions
Community	Community
Economic Dev.	Organizations

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

Sample Strategic Event Planning Matrix

Steps:

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

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

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

Sample Strategic Event Planning Calendar

Steps:

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

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Outdoor Market	X			X			X					
Concert at Park	X	X										
July 4th Parade	X	X		X			X					
Christmas Event	X	X										
Halloween	X	X			X							
Concerts in the Business districts												
\$5.00 Thursdays												
Movie Night-dinner												
First Friday Art Walk												
Pub crawl/bonfire												
Soap box derby or big wheel race												
Festival												
Home tour												
Ghost tour or haunted house												



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Basic Responsibilities of Nonprofit Boards¹

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

Responsibilities of a Board Member

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

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

LIST EVENTS HERE

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

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

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

Finances: Directors must assure financial responsibility by:

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

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

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

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

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 Descriptions²

Basic Board Member Job Description

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

Board President Job Description

1. Serves as a member of the Board
2. Serves as a partner with the Executive Director in achieving the organization's mission
3. Provides leadership to the Board of Directors, who sets policy and to whom the Executive Director is accountable.
4. Presides over meetings of the Board after developing the agenda with the Executive Director.
5. Encourages Board's role in strategic planning
6. Appoints the chairpersons of committees, in consultation with other Board members.

7. Discusses issues confronting the organization with the Executive Director.
8. Helps guide and mediate Board actions with respect to organizational priorities and governance concerns.
9. Reviews with the Executive Director any issues of concern to the Board.
10. Monitors financial planning and financial reports.
11. Formally evaluates the performance of the Executive Director and informally evaluates the effectiveness of the Board members.
12. Evaluates annually the performance of the organization in achieving its mission.
13. Performs other responsibilities assigned by the Board.

Board Vice-President Job Description

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

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

Board Secretary Job Description

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

Board Treasurer Job Description

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

Committee Chair Job Description

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

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

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

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

II. Comments about Staff Performance

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

IV. Identify any areas of performance which need improvement:

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

Employee	Date	President	Date
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Name: _____ Title: _____

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

- II. 2010 SPECIAL ACTIVITIES: List 4 - 6 specific or measurable outcomes, results, and products to be achieved based on priority areas of work for staff:

- III. 2009 EMPLOYEE DEVELOPMENT OBJECTIVES: List 1-2 skill-building activities:

IV. Signatures

Employee _____

Date _____

Supervisor _____

Date _____

Succession Planning Matrix

Steps:

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

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

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

5 Steps to Successfully Plan for Your Community Meetings

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

1. Be clear about your message. Be sure you understand the purpose of your meeting as community members are bound to have questions. You also want to communicate what kind of participation is needed and why it is to their benefit to have their voices heard by participating in the focus groups or discussions. Emphasize that problems cannot be solved if they are not first identified, and strengths cannot be maximized if you do not know what they are. It is important for the facilitator or follow up team to hear all community voices to determine the best action steps for revitalizing your downtown.
2. Identify your stakeholder organizations. Make a list of all organizations and people who have an investment in your community so that you are certain not to overlook anyone. Remember the chamber of commerce, visitor and convention bureau, local businesses, large employers, non-profits, hospital, school district, real estate offices, banks, fire district, library district, town staff, county staff, all elected officials, arts groups, community colleges, and volunteer associations (e.g., 4H, Masons, and Lions Club).
3. Create your message. There are a variety of ways for communities to reach their populations. Some communities put an announcement in the local newspaper and others include an announcement with local utility bills. Below is a listing of basic mediums you should prepare for use. Be sure to include an email address or phone number for attendees to RSVP or ask questions.
 - Personal invite/letter
 - Press release
 - Flyer
 - Website page or posting
 - 30-60 second verbal presentation that volunteers can make in person
4. Spread the word. Your community is composed of many organizations and individuals. The most successful community meetings include participation from a variety of community representatives. Not all of the public can be reached via the same medium. Consider the following options when reaching out to encourage greater community participation.

<u>Local government (e.g., city and county officials):</u> <ul style="list-style-type: none">• Email or mail a letter detailing the process and inviting participation• Follow-up phone calls to reiterate invite• Send a press release• Create a flyer to be posted	<u>Business owners:</u> <ul style="list-style-type: none">• Email or mail a letter detailing the process and inviting participation• Follow-up phone calls to reiterate invite• Send a press release• Create a flyer to be posted• Visit in person• Ask to leave flyers for customers
<u>Other local government and organizations (e.g., police departments, school district, library district, chamber of commerce, convention & visitors' bureau, volunteer associations, business associations, seniors groups and hospitals):</u> <ul style="list-style-type: none">• Email or mail a letter detailing the process and inviting participation• Follow-up phone calls to reiterate invite• Send a press release• Create a flyer to be posted both for employees and for visitors• Send a flyer home to parents through the schools	<u>Local newspapers:</u> <ul style="list-style-type: none">• Send a press release• Contact a reporter to promote the downtown assessment visit prior to the day and to cover the story the day of the event• Contact the calendar editor to have it published in the calendar online and in print• Place an announcement in the paper

<p><u>Local radio:</u></p> <ul style="list-style-type: none"> • Send a press release • Contact station producer to ask if they will interview a community spokesperson about the upcoming event <ul style="list-style-type: none"> ○ Be sure to provide the station producer with a list of questions to ask interviewee ○ Be sure to provide the interviewee with the same list of questions AND the answers • Ask the radio station to post information on its website 	<p><u>Local television:</u></p> <ul style="list-style-type: none"> • Send a press release • Contact a reporter to promote the meeting prior to the day and to cover the story the day of the event <ul style="list-style-type: none"> ○ Be sure to provide the station producer with a list of questions to ask interviewee ○ Be sure to provide the interviewee with the same list of questions AND the answers • Ask the TV station to post information on its website
<p><u>Online:</u></p> <ul style="list-style-type: none"> • Post the information on your city's website • Ask county officials to post the information on their website • Ask local organizations to post the information on their website • Post the information on social media sites your community uses, e.g., Facebook, Twitter 	<p><u>Flyers:</u></p> <ul style="list-style-type: none"> • Post flyers at local libraries, post offices, museums, municipal buildings, and local businesses (e.g., coffee shops)

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

Sample Press Release

FOR IMMEDIATE RELEASE

CONTACT: NAME, TITLE

CITY

PHONE, [EMAIL](#)

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

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

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

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

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

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

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

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

#



**DOWNTOWN
COLORADO, INC**

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

Communications Planning Form

Today's Date: _____ Organization/Con-

tact: _____

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:

- General public
- Youth
- Special Interest: students
- Veterans
- Retirees
- Local Non-Profits, Churches, Associations
- Business Owners
- Property Owners
- Downtown Employees

- County Government
- Local Government
- Community partners/agencies
- Neighboring Communities
- Educational institutions
- Developers
- Media
- Boards & Commissions
- Other

Geographic:

- Downtown
- All of Town
- Neighboring Communities
- All County
- Mountain Communities
- Front Range
- All Colorado
- Neighboring State

Message to communicate:

- Talking point 1 _____

- Talking point 2 _____

- 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

Public meeting (town hall, public hearing)

Presence at Community Event (Boulder Creek Hometown Fair)

Presentations to local service organizations or non profits(HAS, Rotary, Kiwanis, Sierra Club, etc)

Resolution/Proclamation (November is adoption awareness month)

Live streaming video of meeting

Other

Media Options to be used

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

Press release (longer communication which would lead to a story in the newspaper, TV or radio news)

Public Service Announcement (short announcement to be read or promoted, usually event driven, which is for public interest or safety)

Editorial board with newspaper

Newspaper feature article

Live or taped radio announcement (KGNU)

Social Media (coordinated by Dan Rowland)

Website (internal/ external)

Blogs

Facebook/Twitter/Youtube

LinkedIn

Handouts and other collateral to be used

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

Internal communications

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

Distribution

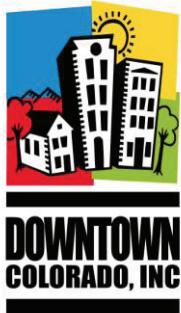
- Downtown Director
- Board of Directors
- Town Government
- All town
- Sponsors

ORGANIZATIONS TO REVIEW (Information, Technical Assistance, Funding)

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

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

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



Date/Time	Community Revitalization Partnership Agenda	Attending	Location (Name & Address)
August 17			
10:00 AM	Orientation/Tour - Present history of town and current state of affairs.	Town Manager & Planner	Fraser Town Hall 153 Fraser Ave Fraser, CO
12:30 PM- 1:30 PM	Working Lunch with Staff, Commissioners, Trustees	Town Staff-Dept Heads/Planning Commission, Trustees	Fraser Town Hall
1:45 PM- 2:30 PM	Focus Group Meeting 1 (45 Min)	Business Community Session 1	Fraser Historic Church (corner of Eisenhower & Norgren)
2:45 PM- 3:45 PM	Focus Group Meeting 2 (1 hour)	Other Entities: County Commissioner, County Planner, Winter Park Planner, Library District, Head Water Trails Alliance, Fire Protection District, Recreation District, Lion's Club, Rotary Club, Chamber of Commerce, BEDA, Grand County (GC) Rural Health Network, GC Historical Assn.	Fraser Historic Church
4:00 PM- 5:00 PM	Break/Walk Around		
5:15 PM - 6:00 PM	Focus Group Meeting 3 (45 Min)	Residents, Property Owners, Community Members	Fraser Historic Church
6:15 PM- 7:00 PM	Focus Group Meeting 4 (45 Min)	Business Community Session 2	Fraser Historic Church
9:00 PM	Team de-brief		
10:00 PM	Draft Recommendations		
August 18	<i>Town must provide a working room for the team that has access to a printer, internet, and a scanner.</i>		
8:00 AM	Working Breakfast - Recap Issues and Recommendations		Fraser restaurant
9:00 AM	Team brainstorms recommendations, Follow-up interviews		Fraser Town Hall
10:00 AM	Team Members develop presentation/power point & Final report		Fraser Town Hall
12 Noon	Working Lunch Delivered – <i>Town should provide projector.</i>		Fraser Town Hall
2:15 PM	Team Members compile Power Point presentations sent to Team Leader		Fraser Town Hall
3:45 PM	Meet with client to review	Town Manager & Planner	Fraser Town Hall
6:00 PM	Presentation/Town Board meeting	Invite ALL participants and town	Fraser Board Room

Town of Fraser
 PO Box 370, Fraser, CO 80442 office 970-726-5491 fax 970-726-5518
www.frasercolorado.com



**CRP OTHER ENTITIES SESSION
REGISTRATION SHEET**

August 17, 2010

NAME/AFFILIATION	Email
Sharon Tanrell	winterparkwellnesscenter.com
Veronica Collinson / Adam Gould	sharon@mountainstarhealingcenter.com veronadonna@yahoo.com
Jesse Queen	lonequinn@mac.com
Greg & Jenny Harris	fraserace@values.com
Scott Linn	winterparkoptical.com
Jonathan S. Bulcock	fraser
Steve Surrall	Integrated Services



Residents

CRP OTHER ENTITIES SESSION

REGISTRATION SHEET

August 17, 2010

NAME/AFFILIATION	Email
Tammy Bleier FRASSE RESIDENT	bleier.t@yahoo.com
Kathy Soles - President	on file w/ PC.
Chris Lipscomb - President	clark@christinehollings.com
Don Hausman Resident (also TCE)	ohnausman@town.caeser.co.us
Lesia Shapero Resident (ACSO Planning)	esac.lpe@gmail.com
Hay Chogch	None (970) 726-9461 9138 Fresh
Dotty Sue (Moton) Coulson President	POB 93 W/F 80982 970-726-8464
Loree W. (Quijano) Res. Dent	Loree.Duquin.Q@verizon.net
Jim Holahan Resident	prowling@skyrimnh1.com
Greg Foley Property Owner	gfoley@comcastmail.com
Debbie Knutson Resident/Prop owner	debbeknutson@hotmail.com
Jonathan & Balrock Resident prop owner	
Steve Brothers President	steven - phs @ hotmail.com
Christine White Resident	marstonwhite@yahoo.com



CRP BUSINESS COMMUNITY SESSION 1
REGISTRATION SHEET

August 17, 2010

NAME/AFFILIATION	EMAIL
Francie de Vos / Frank Expressions / BWB	askfranc@frankexpressions.com
Debbie Harris - BWB	dmoharris@gmail.com
John Zander / Bank of the West	John Zander @bankofthewest.com
Mike Loomis / Eastco Worldwide	Mike @ EastcoWorldwide.com
Cinny Coach / THE PRIVATE LODGE	Coachc @ silverleafresorts.com
Clark Lipscomb / Grand Park	clark@cstoneholdings.com
Karen True / True Bills. Services	karen@truebusiness.com
Andy Hahn / Fraser Brickstucco.	hahn.51@msn.com
Toni Hallgren / Crookedcreeksaloon	crookedcreeksaloon@comcast.net
Maryanne Klaunche - BWB	MKlaunche@talkshopcoach.com



CRP RESIDENTS, PROPERTY OWNERS, COMMUNITY MEMBERS SESSION
REGISTRATION SHEET

August 17, 2010

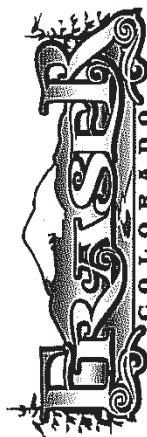
NAME/AFFILIATION	EMAIL
WESTA SHAPIRO DIZ	
Steve JOURNAL Mayor Pro Tem Planning Chair	101GRTSV2@juno.com
Katie Soles Planning Commission	solsista@comcast.net
Philip Noell PC	Philip.C.Creative.com
Jean Wolter P.C.	jeanwolter@yahoo.com
Scott Abent T.B. & PC	gcdirt@rider@yahoo.com
Lu Berger Town Clerk	lberger@town.fraser.co.us
Glen Trainor CHIEF OF POLICE	gtrainor@wpgov.com
Nancy Anderson Utilities Admin.	nanderson@town.fraser.co.us
Joe Fugia	
NAT HANENS Finance manager	nhanens@town.fraser.co.us
Jeff Dillab Farm Manager	jeffdillab@town.fraser.co.us
Allen Nordin Director Public Works	anordin@town.fraser.co.us
Joyce Burford Burford from Cast	
Catherine Trotter	



**CRP RESIDENTS, PROPERTY OWNERS, COMMUNITY MEMBERS SESSION
REGISTRATION SHEET**

August 17, 2010

NAME/AFFILIATION	Email
John Giacomini / GC Rural Health Network	jgiacomini@co.grand.co.us
Craig Kozak, DC, DAPCO / Acapulco Chiropractic Center.	acapulcochiropractic@mac.com
Steve Radcliffe / Winter Park Rotary	ridgecliffr@msn.com
Kirk Klaenke / Fraser Valley Lions Club	KK@warwater.com
Randy Buczynski / CENTURA HEALTH	randy.buczynski@centra.org
Dave Lively / Historic Preservation Board	dlively@co.grand.co.us
Dennis Soles / East Grand Fire Dist.	dsoles@eastgrandfire.com
Marionne L'Anse / Advocate for Violence-Free Community	Marionne.LAnse@comcast.net
T. M. Landry / Byers Park Funded.	drj@rleyouthhi.com
Eileen Waldow / Infinite West, GRRC, BWB,	ewaldow@hotmail.com
Thomas Waldow / "	" "
Jeanette McGuade / Fraser Valley Library / Grand County Library District	jmcguade@gcld.org



Other Entries

**CRP RESIDENTS, PROPERTY OWNERS, COMMUNITY MEMBERS SESSION
REGISTRATION SHEET**

August 17, 2010

NAME/AFFILIATION	Email
Lori Myers - Alpine Physical Therapy	myerslk@comcast.net
Maura McKnight - Headwaters Trails Alliance	wta@headwaterstrails.org
Johnna Romano - Fraser Creative Learning Center	fccl@rkyrtnhi.com
Liz McIntyre (Community Energy Coordinator, BEAA)	energy@ge-beaa.com
Steve Summa (citizen)	
Patrick Brown - Physician	Patrick.Brown@frasermedicalclinic.com
James Shockley, Town of Winter Park	jshockley@wpgov.com
Larry Detroye, Winter Park Resort	goldeorange@winterparkresort.com



Downtown Fraser Community Revitalization Partnership (CRP) Program

Sponsored by the Colorado Department of Local Affairs (DOLA) and the Town of Minturn in partnership with Downtown Colorado, Inc. (DCI)

Downtown Fraser



Team Members

- Tracy Barnett, MainStreet Steamboat Springs
- Christian Brixey Cherek, Independent Marketing Consultant
- Clint Cresawn, Colorado Rural Health Center
- Katherine Correll, Downtown Colorado, Inc.
- Christy Culp, Department of Local Affairs
- Richard Marshall, FASLA, Nolte Engineering
- Vicki Mattox, Stifel, Nicolaus and Company, Incorporated.
- John Overstreet, Matrix Design Group
- Greg Winkler, Department of Local Affairs

Downtown Fraser

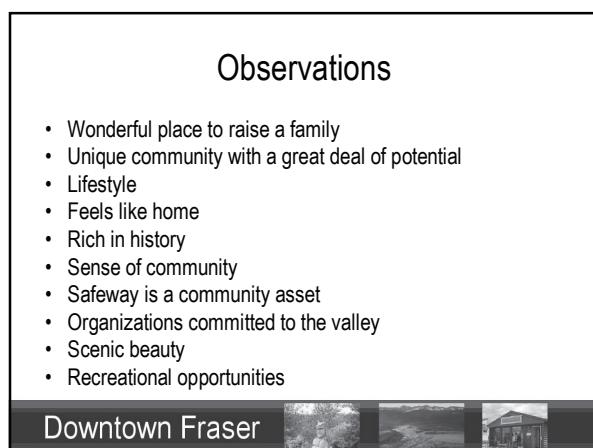
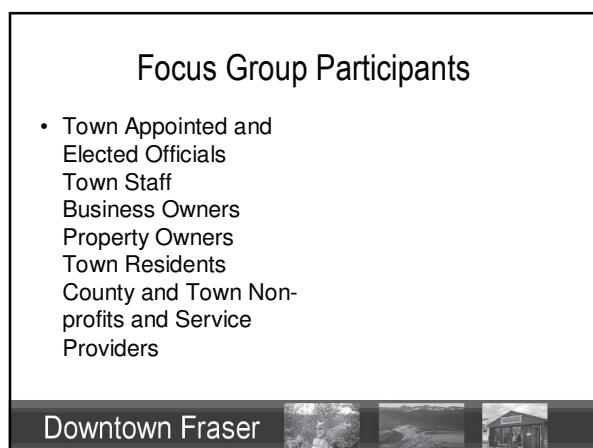


Downtown Colorado, Inc. (DCI)

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

Downtown Fraser





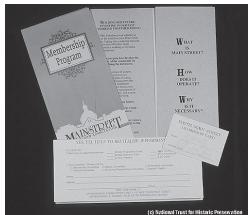
Observations

- Not pedestrian oriented
- Few reliable transportation options
- Cost of living is high
- Limited opportunities for higher education and health care
- Lack of collaboration
- Lack of engagement

Downtown Fraser



Organization



Resource
Management
Collaboration
Volunteer Recruiting &
Management
Fund-raising

Downtown Fraser



Identity and Messaging

The town needs to remember what it was before it knows what it is going to be.

Connie C., Resident

Downtown Fraser



Organization Identity & Messaging



Observation: The Town of Fraser has a rich history and story that is not being told.

Recommendation: Work to establish a clear identity and clarify the messages you are sending to residents, businesses, regional and statewide audiences.

Downtown Fraser



Identity & Messaging

- Conduct community visioning and branding process.
- Focus efforts on building awareness, visual identity, and programming specific to downtown Fraser.
- Connect the organizations and businesses through website, materials, and a summit to clarify roles and mission within the county.
- Streamline Fraser business and development processes. Create user friendly business development materials.

Downtown Fraser



Public Relations and Outreach

Communications Strategy

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

Downtown Fraser



Organization

Observation: The number of entities working on issue areas indicates high levels of duplication and inefficient use of overall resources to achieve given objectives.

Recommendation: Develop Grand summit for all groups and interested parties to discuss issue areas, objectives, resources, and consolidation and collaboration of efforts focused on economic development, health care, education, other community service needs.

Downtown Fraser



Organization

- Increase communication and collaboration between organizations.
- Develop a mechanism for incorporating social services and community organizations and members into visioning process.

Downtown Fraser



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 Fraser



Organization

Observation: Fraser is not adequately represented and promoted.

Recommendation: Prioritize and promote Fraser as an independent entity.

Downtown Fraser



Organization

- Town should identify the downtown boundaries and declare it a priority for the town. Maybe Safeway & Alco Centers to the Library.
- Prioritize capital improvements & identify operating support needed for downtown marketing and amenities
- Create a formal mechanism for gathering community input and letters of support for grant applications and additional resource development.

Downtown Fraser



Organization

- Create clear volunteer opportunities for community engagement including a youth council, public improvements, and signage committees.
- Engage economic organizations of Winter Park/Fraser Valley in an Economic Summit (in Fraser) to determine each organization's commitment to Fraser.

Downtown Fraser



Volunteer Identification

Person	Skill-raising	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 Fraser 

Promotion



Sells a positive image of the commercial district & encourages consumers and investors to live, work, shop, play and invest on the Main Street.

Downtown Fraser 

Promotion

Observation: There are few promotional efforts or materials focused on Fraser.

Recommendation: Develop Fraser specific collateral material that highlights and builds on existing events and amenities.

Downtown Fraser 

Promotion

- Develop new community brand (identity) and related promotional campaign.
- Conduct a review of all event objectives and schedules. Enhance existing successful events and identify opportunities for new events.
- Highlight Fraser activities and local events from all groups the library, historic park, and community center activities that are available to the community and business.

Downtown Fraser



Strategic Event Matrix

Objective Event →	Community/ Image	Kids	Fund-raising	Traffic Generating	Promotes Retail	Restaurants	Down town	Green
Music Tuesdays	X	X		X			X	
Run for Independence	X	X	X					
Doggy Drag	X	X	X					
Farmer's Market	X	X						
Rodeo	X	X						

Downtown Fraser



Strategic Event Calendar

Event	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sept	Oct	Nov	Dec
Music Tuesdays					X	X	X					
Run for Independence						X						
Doggy Drag							X					
Farmer's Market						X	X	X				
Rodeo						X						

Downtown Fraser



Promotion

- Develop a Fraser business directory for print and download.
- Package existing recreational/sports events and related amenities/resources – (sports, trails, ponds, river, tournaments, etc.)
- Utilize the town website as the central portal of information for all activities, events, services, and other information for locals and visitors.

Downtown Fraser



Promotion



Observation: Fraser's history and built environment are marketable assets for Fraser as well as Winter Park.

Recommendation: Create physical locations, materials, and promotions based on history and physical assets.

Downtown Fraser



Promotion

- Develop plan to better capitalize on history and heritage tourism- Doc Susie, POW Camp, cemetery, Cozen's Ranch Museum, and history park.

- Work with Amtrak & Union Pacific to better take advantage of and promote the railroad, depot, and historic district.

- Develop a heritage tourism program and supporting promotional materials.

Downtown Fraser



Economic Restructuring



Recruit, retain
and expand
opportunities
for investment
in downtown.

Downtown Fraser



Economic Restructuring

Observation: Access to higher education and skilled workers is limited in the valley.

Recommendation: Identify and anticipate workforce needs, taking proactive steps to meet those needs.

Downtown Fraser



Economic Restructuring

“Grow your own”

- Identify and nurture community members, including youth, who show interest or potential to fill an anticipated need.
- Form local scholarship funds for targeted training and development programs.
- Explore higher education or professional development courses in local facilities, offered by existing higher education entities.

Downtown Fraser



Economic Restructuring

- Nurture relationships with *potential* members of the valley workforce. Explore offering internships, training rotations, apprenticeships, etc for targeted workforce sectors.
- Bring in members of the workforce from outside the valley. Form recruitment and retention committee(s) to draw in and keep needed workers

Downtown Fraser



Economic Restructuring

Observation: There are no economic development initiatives specific to Fraser.

Recommendation: Create a venue for regular dialogue and planning amongst organizations.

Downtown Fraser



Economic Restructuring

- Utilize Grand summit to develop collaboration and identify one to focus on Fraser businesses.
- Conduct and include a vacant downtown property inventory on website.
- Inventory products and services available in Fraser and highlight them.
- Develop energy grant focused on replacing street lighting with more efficient light sources.

Downtown Fraser



Economic Restructuring

Observation: Fraser is not capitalizing on the strength of public and private neighbors.

Recommendation: Compile a list of information, analyses, programs, and other services to support economic development initiatives in Fraser.

Downtown Fraser



Economic Restructuring

- Identify sources of data that will allow decision-makers, developers and business interests to make better informed decisions.
- Explore options to utilize corporate grant program to fund local projects.
- Investigate the role of Fraser in the Colorado Workforce Development Board NW Sub-region.

Downtown Fraser



Design

Takes advantage of the visual opportunities in downtown by directing attention to physical elements:

Public and private buildings	Landscaping
Storefronts	Merchandising
Signs	Displays and promotional materials
Public spaces	



Downtown Fraser



Design



Observation: There are a lot of great natural, physical and community assets located in and around Fraser that are not connected.

Recommendation: Identify means of physically and visually connecting amenities with the overall goal of reinforcing “the sense of place” for Fraser.

Downtown Fraser



Design

- Signage and wayfinding
- Enhance trail connectivity through trail heads, parking, & completing regional trail connections.
- Convene meeting with CDOT representatives to explore pedestrian friendly improvements along Highway 40.



Downtown Fraser



Design

- Enhance the appearance and atmosphere of the commercial districts in downtown through low-cost projects.
- Implement enhanced pedestrian environment through sidewalks, traffic calming devices.
- Improve pedestrian lighting & safety, state of the art LED light sources to achieve energy savings & reduced maintenance costs, explore grant funding and utility company rebates.



Downtown Fraser



Design

Observation:
Fraser's sense of community requires venues for celebration and gathering as a community.



Recommendation: Identify existing & potential locations for public & community gathering areas & event venues, information kiosks or centers, ample public parking, signage, and amenities.

Downtown Fraser



Design

- Explore creation of Town Center near Town Hall linking Fraser Historic Church, Town Hall, Elementary School, and Library.
- Consider long term goal of potential relocation of some Town operations to alternative location to create space for expansion of Town Center campus.



Downtown Fraser



Design

Observation: Fraser does not have a uniformly attractive, well maintained appearance.

Recommendation: Develop programs and initiatives to improve the overall appearance of the Town especially from important public corridors.

Downtown Fraser



Design

- Develop program of education and awareness and seek volunteer program to beautify and clean up.
- Develop design guidelines for architecture, public amenities, site development and landscaping in the downtown.
- Explore establishment of funds to provide seed monies for initial design studies.

Downtown Fraser



How can we fund it?



Downtown Fraser



Funding Mechanisms

Potential Sources of Funds that the Town of Fraser could investigate and discuss with the Town Board and the public are included in the following list:

TOWN FEES:

TOWN FEES:

- Vendor Fees
- Business License Fees

TEMPORARY PERSONNEL ASSISTANCE:

• Research grant opportunities

DIRECT TOWN ASSISTANCE:

- Funds direct from the Town for the downtown development.
- Investigate the implementation of an Enhanced Sales Tax Incentive Program.
- Evaluate the Town's existing Capital Improvement Plans
- Investigation of the establishment of Downtown Development Authority or Business Improvement District

Downtown Fraser



Funding Mechanisms

RELATIONSHIP DEVELOPMENT:

- Work with DOLA to enhance the current working relationship with CDOT 3 Planning and Management Region Engineering Manager.
- Enhance the current working relationship with Region 12 NWCCOG examining opportunities for services and networking.

GRANT FUNDING OPPORTUNITIES:

- Heritage Tourism Office/Colorado Tourism Office Grants
- Investigate the uses and eligibility of the Bank of the West Grant Program
- Investigate Live Well Colorado, Colorado Health Foundation and Colorado Rural Health Center Grow Programs for opportunities related to health living and lifestyles.
- Community Development Block Grant or Rural Business Opportunity Grants - These are federal funds that are distributed by DOLA.

Downtown Fraser



Funding Mechanisms

BUSINESS DEVELOPMENT AND RE-DEVELOPMENT:

- Northwest Colorado Council of Governments: Specifically investigate revolving loan funding for business start-up and development.
- Governor's Office of Economic Development and International Trade
- EPA Brownfield's Program
- Governors Energy Office (GEO) and USDA Rural Development (RD) Energy Programs –
- Investigate the uses and eligibility requirements for the Governor's Energy Office Qualified Energy Conservation Bonds.
- Small Business Administration and Economic Development Administration
- Downtown Colorado, Inc.

Downtown Fraser



Funding Mechanisms

FISCAL MECHANISMS:

- Clifton Gunderson, LLC. is offering a fiscal review program analyzing 18 points of municipal government. Clifton Gunderson is an experienced CPA and local government management company. The fee for this service is based on municipal size and is reasonably priced.

Downtown Fraser



Action Matrix

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

Downtown Fraser





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Downtown Fraser