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INTRODUCTION
Community Revitalization Partnership Program

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

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

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

HOW TO USE THIS REPORT
This report is loosely organized along the Main Street Four Point Approach © as developed by the National Trust Historic Preservation Main Street Center. Each section of the report was written by a member of the CRP team with expertise in one of the National Trust’s Four Points. The team members’ reports were assembled and edited to integrate all reports into one cohesive document; thus, each section may reflect the writing style of its writer.

EXECUTIVE SUMMARY
The Town of Cedaredge contacted DCI and DOLA to conduct a Community Revitalization Partnership (CRP), partially sponsored by State Historical Fund, to look at the downtown by assessing vacant buildings on main street, historic downtown structures, and infrastructure and drainage issues. Cedaredge wants to create and sustain an economically viable business community, while maintaining Cedaredge’s historical integrity, by developing community identity, evaluating design concepts for downtown, and developing a marketing strategy for the community. Cedaredge faces challenges that stem from a large bedroom community, a large retired population that did not grow up in the town and is therefore not tied to the history of the town, and an adverse community reaction to multiple meetings with few visible results.

The team’s recommendations focused primarily on how to move through the process of engaging the community, implementing, evaluating success, and determining next steps. The need for consistent progress and focus on actualizing concepts, whether in design of the streetscape, or creating a brand that saturates the community was the strongest concept the team presented to the community. Cedaredge has a wealth of reports, plans, and recommendations that would build the downtown as an economic drive, but there must be implementation to be successful. The action matrix is geared toward small but meaningful steps to drive this process forward.
ISSUE OVERVIEW AND HISTORIC CONTEXT

The Town of Cedaredge contacted DCI and DOLA to conduct a Community Revitalization Partnership (CRP) to look at the downtown by assessing vacant buildings on main street, historic downtown structures, and infrastructure and drainage issues. Cedaredge wants to create and sustain an economically viable business community, while maintaining Cedaredge’s historical integrity, by developing community identity, evaluating design concepts for downtown, and developing a marketing strategy for the community.

Cedaredge, incorporated in 1907, is nestled in Surface Creek Valley beneath the southern slopes of the Grand Mesa, the largest flat top mountain in the world. Cedaredge is a small, agricultural community which produces apples, peaches, and wine from the region's several orchards and vineyards. Notable attractions include Deer Creek Village Golf Club, Historic Pioneer Town, and an art gallery/ craft store, The Apple Shed. Located along the Grand Mesa National Scenic-Historic Byway, Cedaredge is the gateway to the Grand Mesa where outdoor activities such as camping, hunting, hiking, fishing, snowmobiling, and skiing are enjoyed by residents and visitors. From Cedaredge, residents and visitors can access the high alpine forests of the Grand Mesa, or the red rock formations of the Gunnison River basin.
OBSERVATIONS

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

- High percentage of locally owned buildings with engaged owners
- Downtown businesses support youth and senior activities and are invested in the community
- Good place to raise a family
- Community recognizes value of downtown
- Nationally recognized Grand Mesa Scenic Byway
- Strong church presence
- Rich artist community
- Community focus and engagement
- Want to maintain sustainable viable downtown
- Desirable climate
- Outdoor recreation activities (hunting, fishing, snow mobile)
- Lots of community events
- Beautiful downtown park
- Golf course excellent regional draw
- Pioneer Town is a great asset, but may be under-utilized
- Great community volunteer opportunities
- Great primary healthcare
- Can close Main Street for events
- Large senior demographic
- Limited variety of product
- Website under-utilized by businesses
- Seasonal activities needed
- Hard to find good employment opportunities
- Lack of events in downtown
- Cautious about change
- No formal brand
ORGANIZATION

The first section of this report focuses on Organization, which includes developing collaboration, volunteer recruiting and management, fund-raising for the organization, and developing operational strategies. Organization involves getting everyone working toward the same goal and assembling the appropriate human and financial resources to implement a downtown revitalization program.

The three principle components of organization are:

- Public and media relations
- Volunteer development
- Fundraising

A governing board and standing committees makeup 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 community leadership has presented good plans and forward thinking reasoning that has not been implemented. There is a long history of reports, recommendations, plans, and documents that outline a good strategy for moving forward with objectives for Cedaredge. The town and the community took the initiative to pass a sales tax, to apply for grants, and to pass a bond for drainage and street enhancements.

Though there are not currently funds to implement those items, the planning and preparation has been done. The town has also planned opportunities for public input and discussion about the street design and plans. The town has indicated that engaging the public is a very challenging process. The focus groups and various people throughout town have expressed exhaustion with planning and discussion. All of the efforts thus far have been valid and valued, but at some point planning without action causes apathy and distrust of the planning process.
RECOMMENDATIONS

2. Send a survey home with school children (so children receive a reward for getting parents to complete the survey and a school class does the analysis of the results) review the priorities and needs of Cedaredge planning.

OBSERVATION

Resources are spread very thin. There is a division of resources and the broad focus of so many groups is stretching resources even thinner. It is fabulous that so many groups are active in town and generating volunteer hours, fundraising activities, and events. However, when there is little joint planning or collaboration, the impacts of all of these efforts become watered down and less evident to the community as a whole. It is important to consider how best to focus resources and build collaborative efforts in Cedaredge.
RECOMMENDATIONS

• Prioritize Cedaredge Downtown. As the heart of the community, the downtown needs special attention and focus from all entities working in Cedaredge. The Town Council and the community should take the initiative to declare downtown Cedaredge the major focus for the next few years. The community and each organization should be brought into the process of reviewing their activities and objectives and how they can be a part of the downtown revitalization process. Identify the:

1. Boundaries that your community feels is the heart of the town;

2. Identify an entity to focus on Cedaredge, business, and its role in big picture of the county and region. To maintain a focus on downtown and to coordinate the implementation of the tasks in the plan, it will be important to determine one organization or leader who will be the downtown Champion and drive the process. This might be the chamber, the downtown improvement committee, or another existing group whose mission to support business and to entice usage of Cedaredge as a venue for eating, playing, and spending time and money.

3. Identify a champion committee or group to participate with all groups and ask the questions, “how will this impact downtown and how can we link into downtown?”;

4. Develop event components to include a downtown retail and downtown foot traffic;

5. Select short term design projects that volunteers can accomplish in downtown; and

6. Identify means for encouraging local shopping downtown.

OBSERVATION

The fundraising and volunteer initiatives in the community are impressive when presented as a combined community effort. While each group has a defined objective, there is inevitably crossover as all organizations that do fundraising exist in Cedaredge and love this community.

RECOMMENDATIONS

Identify areas of cross-over so that organizations can better plan together, share resources, and the community can report on achievements as a whole.

• Create a clearinghouse of community projects, jobs, volunteer opportunities, and job skills in the community. Ask each organization and business to supply a set format for a “job” description of paid or unpaid activities and skills needed in Cedaredge. Similarly, create a job, intern, or volunteer seeker site where potential employees or volunteers can enter in skills and interested.

• Regularly and collaboratively engage youth and retirees in programming. The large numbers of seniors and youth should not be overlooked in planning for the community. When there are needs for people to complete projects or to attend events, targeted messages to specific audiences should be considered. Also, identify ways for youth and seniors to come together to bond and celebrate these diverse stages of life.

PROMOTION

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

Cedaredge has not defined its place in the county or region. Larger communities in the region, such as Delta, Montrose and Grand Junction play certain roles in the region and have developed brands that express those identities. Cedaredge has yet to develop their image or determine a brand for itself.
RECOMMENDATIONS

Develop an image and brand to highlight what the community is, not what you have. Incorporate assets located in the community and don’t try to be something that you are not or that you cannot support. In addition, the community needs to understand what the other communities in the county bring to the table and create an image that compliments these roles.

OBSERVATION

The number and type of businesses in town is such that everyone must work together to make the business community successful. There are few enough businesses in town that it extremely important for all residents to know and understand what is available here and why it is important to purchase what you can in town. In addition, all of the businesses need to be working together and helping each other to be successful.

RECOMMENDATIONS

Create a shop local campaign. Residents of the community are not able to purchase everything they need in town; however, they can purchase quite a few necessities and specialty items. It is extremely important that residents know what they can buy in town and how important it is to keep the dollars in the community. Start with a listing of all the businesses and services in town and explain how the sales tax dollars circulate in town and what those dollars pay for, such as fire and police services.

Increase and formalize collaborative business marketing. The businesses do a good job of directing customers to each other. This effort could be maximized with intentional cross marketing during special events, holidays, or as retail promotions. This cross marketing could be as simple as an insert for the flower shop in the shopping bags at Duckwall’s or as in-depth as scavenger hunts.

OBSERVATION

The community hosts extremely successful events; however, some events could benefit the community in more obvious ways. It seems that many of the events that are taking place in the community right now are special events, those that build on the image of the community, draw residents together, and bring some tourists in to the community. It is also clear that none of the events really focus on the retailers, getting customers into the stores and getting those cash registers ringing.

RECOMMENDATIONS

Create a strategy for events. All organizations who put on events should take part in the process of filling out the matrix and identifying the objectives. By using the strategic events matrix, the community can identify the objectives for the events that are important for the community to capture and can then incorporate new events or attractions to existing events that meet these objectives. Begin by identifying the objectives that need to be met for events and the community to be successful and then identify which objectives are being met by current events. Where are the events lacking? What objectives are not being met?

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

OBSERVATION

The town website is a good start to share the assets you have. The information it provides attempts to be all-inclusive, but some information is missing or needs to be updated.
RECOMMENDATIONS

Businesses and organizations must do their part to share services, products, events, addresses, locations, and contact information for everything going on in town. It is important to give accurate and complete information to the town so it can be posted on the website so everyone is informed.

Create a directory of all businesses, services, activities, service organizations, and map to all of them. It is imperative that residents, visitors and potential visitors are aware of the businesses, products and services offered in Cedaredge. This directory must be all-inclusive and not tied to memberships or dues. The Town can take on this responsibility, using business licenses. Putting the information on line is the most cost effective option at this time, but as funds become available, the directory should be printed and available at the Welcome Center, hotels, museums, etc.

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

There are major gaps in the services, products, and activities available in the town that will not be addressed without an understanding of the whole in developing the individual parts. Addressing storm water, streets and visuals has value, but without a cohesive effort to make downtown a destination, first for the people who live here, it will not become a destination for the outside world.

RECOMMENDATIONS

- Utilize lodging tax to pay for market analysis for the entire county. Include a review of potential visitors to Dominguez Escalante and their consumer preferences, and how to draw them from there to the Grand Mesa, via Cedaredge.
- Consider a USDA Rural Business Opportunity Grant in partnership with Paonia, Hotchkiss, Orchard City, etc. to create a regional economic development plan incorporating agri-tourism, wineries, distilleries, artists and musicians.
- Create a list of property (commercial & residential) that is for sale or lease and track inquiries for space. List all available properties on the website.
- Further develop the library as a training, professional development and business development center in the community.
- Develop an incentive package for start up businesses, retail, and restaurants to create critical mass and complete the fabric of main street. Revolving loan fund for low interest loans, fast track permitting, business friendly climate at town hall.
OBSERVATION
Utilize the resources in town to their maximum capacity. Assets that are empty or seldom used could be put to year round use to benefit the community.

RECOMMENDATIONS
The Welcome Center is too great of a resource to have it closed over half the year. It should be winterized and the Chamber and volunteers should move to that building to consolidate services and offer year round information.

The elementary school is relocating, leaving a large vacant building that could be used as an incubator:

1. The commercial kitchen could be used to make the pies and goods that can be sold at the farmers market, as well as encouraging value added agriculture products from the region.

2. Industrial arts could be manufactured using shared facilities and equipment. Encouraging sculptures and ceramics, etc.

3. Office space and training space for business resources.

OBSERVATION
There are incredible talents in senior populations who have relocated to this area. Most of them have relocated from other regions and therefore, have no roots or connections to the downtown. They need to be engaged and invited to take ownership and pride in their downtown district.

RECOMMENDATIONS
Work with the Small Business Development Center, SBDC to create a SCORE program of retired business people and executives to mentor new entrepreneurs.

Consider implementing the Main Street principles that revolve around volunteer based activities. This would create a structure that would encourage volunteerism and activities in the downtown. Capitalize on their talents and passions for a variety of interests that can be put to work in the downtown district.

HEALTH, HEALTHCARE, AND HEALTHY LIVING
Attention to health, healthcare, and healthy living adds to the quality of life of any community. Access to quality care helps assure that tourists dealing with health issues are well treated, that employers suffer minimal absenteeism, and that residents are able to meaningfully contribute to their community. Attention to health and healthy living helps decrease healthcare costs and maintain a higher quality of life for a longer period of time. Moreover, provision of quality care locally helps keep local jobs and dollars local. Consider that a thriving family medicine single physician practice creates four primary jobs and a total of 22 primary and secondary jobs, and generates approximately $887,000 in wages, salaries, and benefits.
OBSERVATION
Many residents access healthcare services outside Cedaredge. This is problematic in that when residents travel for healthcare, they not only take their healthcare dollars with them. They also typically take dollars that will be spent in another community, on lunch, shopping, pharmaceuticals, etc. Keeping healthcare dollars, as well as other dollars associated with healthcare travel, in the local economy, helps to invigorate the local economy.

RECOMMENDATIONS
Expand “Buy Local” program to include healthcare as well.

OBSERVATION
Opportunities for youth to return to Cedaredge after achieving their educational goals seem somewhat limited. However, particularly in a community where the demographic trends toward seniors, it is important to identify ways to maintain and increase the numbers of younger workers to invigorate the workforce and youth to maintain the school system.

RECOMMENDATIONS
Expand grow your own programs for healthcare professionals, as well as other needed professionals. There are a number of programs designed to spark and further interest in particular fields among students. Because research has shown that youth begin making substantive decisions about career direction as early as second grade, its important to begin planting ideas for career direction early in a child’s educational experience.

Consider targeting scholarships on identified workforce needs, including healthcare, and tying scholarships to service to the community after education and training is complete.

OBSERVATION
There are opportunities for further collaboration to improve Cedaredge, beyond “the usual suspects.”

RECOMMENDATIONS
- Include healthcare providers in improvement efforts, even when the link isn’t clear to you immediately. For example, at our “service providers” meeting, healthcare and library representatives who had never met before identified a program on which they could collaborate for funding and expansion.

- Encourage collaboration among the library, healthcare providers, and others in the “Reach Out and Read” efforts of well child programs. This program, which encourages parents reading to their newborns, instills a love of reading from infancy.

OBSERVATION
Information regarding existing exercise programs is limited, making it difficult for those who are not already “in the loop” to take the step to begin an exercise program.

RECOMMENDATIONS
Find ways to communicate exercise options more widely, particularly to elders and part-time residents.

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 many ideas being directed toward downtown and Main Street streetscape and amenities that are raising questions and expectations in the community. These ideas coupled with past improvement plans have focused on a better pedestrian experience, slower vehicular speeds and rerouting heavy truck traffic off of Main Street. Currently, funding sources have not been established for these phase one pedestrian improvements.
RECOMMENDATIONS

• Use existing funds to identify phase one priorities, create construction documents for pedestrian improvements and to establish an overall theme for the community. These improvements are above and beyond the infrastructure improvements required for drainage, substandard street sections and vehicular travel ways.

• Utilize the drainage construction project as a catalyst for other utility improvements: Examples include broadband, under-grounding overhead utilities, extension of water and sewer taps to vacant or underserved properties along the Main Street corridor.

OBSERVATION

Community identity can be reinforced through a comprehensive and cohesive signage plan where entry, directional, street and informational signage provides visual connectivity to and from all parts of town. Font variations, font size and lack of lettering and sign face contrast detract from existing signage intent.

RECOMMENDATIONS

• Entry signage along HWY 65 should be of consistent heights, type and material. Real consideration should be given to providing a double sided digital informational sign to better the communication between the town and community members.

• Revise the town logo for inclusion on promotional materials, business cards, banner signs, informational signs, way-finding signage. A central community theme should be carried through all signage and logos.

• Tie signage to informational kiosks at north and south entries into town.

• Utilize art and sculpture community to reiterate community identity. Look for opportunities to display art in an outdoor setting, and combine with other uses such as informational kiosks, community bulletin boards, central meeting places, outdoor venues.

• Consider modifications to the land use code to establish lower development centered monument signage along HWY 65, with consistent fonts and colors. Individualized business signage could be placed on the exterior of building facades or projecting along from building facades above pedestrian walkways.

• Utilize the overhead power line at the Hwy 65 and Main Street for a large “Main Street” sign.
OBSERVATION
Designating Cedar Avenue, which is used as a route by school children to get to their school, as a truck route will result in a major safety conflict between school children and trucks.

RECOMMENDATIONS

• Have a transportation planner complete a transportation study that will analyze and compare alternative routes to the proposed use of Cedar Avenue. The alternative routes would avoid the conflict between young, elementary student pedestrians and large, semi truck traffic. The study should consider traffic volumes, speed limits, times, points of origin and destination, and anticipated travel times.

• If a viable alternative can not be found to the proposed Cedar Avenue route, then alternative features that will serve as a viable physical barrier between the street and walkway should be developed and costs of construction determined. These alternative barriers could include curbing, bollards, or distance. Submit a Safe Routes to School grant application to help pay for implementation costs of the selected Cedar Avenue safety features. Implement approved Designated Truck Route improvements.

OBSERVATION
Stormwater drainage currently sheet flows through the downtown. There is no stormwater drainage system. A comprehensive stormwater drainage plan needs to be developed for the downtown area.

RECOMMENDATIONS

• Engage an engineer to complete a stormwater drainage report. The report that should identify stormwater drainage issues in the downtown. The report should identify design criteria including runoff volumes, water quality issues, alternative stormwater drainage solutions, location of proposed improvements, and anticipated costs of each alternative.

OBSERVATION
Main Street sidewalks need to be improved to create a more safe, walkable, pedestrian friendly, attractive downtown; and to improve traffic calming.

RECOMMENDATIONS
Main Street is very wide and should be narrowed so that the sidewalks could be widened. Wider sidewalks would allow the creation of sidewalk “zones.” From the curb to the face of the buildings these zones would include:

• A five to six-foot “amenity zone” where streetscape elements such as benches, pedestrian scale street lights (remove the existing overhead “cobra head” lighting), trash receptacles and cigarette ash urns, signage, underground utilities, street tree and other landscape features could be located;

• A minimum six-foot pedestrian zone that would be clear of any obstacles; and

• A minimum four-foot “activity zone” could be provided that would provide space for outdoor seating (for restaurants, etc.), storefront landscaping (in planters or containers), and sidewalk sales, if room allowed.

Narrowing Main Street by reducing the width of the travel lanes would also serve as a traffic calming measure – narrower lanes promote slower traffic.

Sidewalks should be upgraded to meet ADA guidelines. Upgrades should include improved sidewalk grades, improved pedestrian ramps at crosswalks, and the elimination of store entry steps (where physically possible).

Provide bump-outs at crosswalks to increase pedestrian safety by:

• Reducing the street crossing distance;

• Allowing pedestrians to get further out into the street where they can see on-coming traffic better and drivers can see them better;

• Providing room for raised planters that will serve as a physical barrier that will protect pedestrians from traffic and create opportunities for landscape enhancements such as plantings and street art.
Add street trees and other plantings (in the “amenity zone”) for color and shade. These elements will increase the visual interest and aesthetics of the downtown, thereby enhancing the pedestrian experience.

Develop a wayfinding signage program for the Cedaredge Heritage Trail and other downtown attractions such as the Town Hall, trees that are on the Colorado Champion Tree Registry (four including the #1 White Ash and #1 Horsechestnut), Community Center, Welcome Center/Pioneer Town, and Town Park. Also, provide interpretive plaques for the historic buildings in the downtown that would provide a brief history for each – similar to that provided in the Cedaredge Walking History Tour handout.

Enhance the sidewalk paving with new paving. Paving in the amenity zone could be done with pavers (brick, stone, or concrete) that would break up the expanse of pavement and allow maintenance of any underground utilities and irrigation lines located there without having to tear up and replace concrete paving. Simply remove the pavers, make the repairs and replace the pavers. The “pedestrian” and “activity” zones could be enhanced with the use of integrally colored concrete or creative texturing and joint patterns.

Streetscape improvements should be constructed in conjunction with stormwater drainage improvements. If this is done, the Town will have a more coordinated design for all of its downtown improvements (each will be able to consider the needs and goals of the other), and one set of improvements won’t be tearing up other work that had just recently been completed.
OBSERVATION

Because Cedaredge is not on or close to major transportation facilities (major highways, airports, or railroad lines) it is at a disadvantage when trying to promote growth through the industrial or major business sectors. Therefore, it seems that with the exceptional surrounding natural features its best option for attracting new businesses growth is in the tourism and outdoor recreation sectors. However, the existing Cedaredge downtown core, especially Main Street, does not have enough commercial mass to attract visitors.

RECOMMENDATIONS

Have a market analysis completed to identify market niches that Cedaredge could fill that would promote downtown commercial growth. Adopt land use and zoning regulations that would allow for the expansion of the Main Street commercial area an additional block or two to the west and to the east to Cedaredge Creek. The creek is an attribute that could attract new restaurants and lodging that in turn could bring more visitors into downtown shops. Create incentives that would help attract new businesses to the Main Street core area, especially along Main Street and south to the Welcome Center/Pioneer Town.

HISTORIC PRESERVATION

Historic preservation recognizes good design from the past, maintains the built environment’s unique characteristics, and encourages high-quality new design—whether in the construction of new buildings or the alteration of existing ones. Historic preservation manages change in the built environment. It is a critical economic development tool that can position downtown as a unique shopping environment offering qualities and services that no shopping mall can provide. It is important to remember that historic preservation is not a theme but an ethic that advocates preserving those architectural elements that help tell the community’s story.

OBSERVATION

Many historic structures aren’t living up to their full potential.

RECOMMENDATIONS

Consider adopting basic façade guidelines, improving elements including paint, addition of awnings, signage, and window displays. Storefronts are typically one story in height on a building’s first floor and are framed by the existing structure of a larger building. A storefront is composed of a series of components that work in unison; such as window base, doors, windows (display and transom), frieze or sign band, commercial signage, awnings or canopies, colors, and lighting. Removing elements that have been added throughout the years limiting historical character will also improve attractive visual appeal.
FUNDING MECHANISMS

Potential Sources of Funds include the following list:

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

- **Business License Fees** - 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.

- **Heritage Tourism Office/Colorado Tourism Office Grants** – The Red Cliff/Cedaredge Business Association should work together with 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](http://www.colorado.com/ai/MarketingGrantCriteriaFY2009.pdf)

- 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.

- **Tax Assistance from General Funds** – Allocate specific funds for the downtown improvements.

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

- **EPA Brownfield’s Program** - This program provides direct funding for brownfield’s assessment and cleanup.

- **Governors Energy Office (GEO) and USDA Rural Development (RD) Energy Programs** - Both agencies have new funding programs to retrofit both public and business HVAC and lighting systems. Cedaredge’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. This is consistent with the recently adopted comprehensive plan.

- **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.**

- **Community Development Block Grant or Rural Business Opportunity Grants** - These are federal funds that are distributed by DOLA. 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, and OED money is used for Economic Development. Visit each agency’s website to learn details.

- **Energy Impact Funding for public infrastructure** - These funds could assist the community with public infrastructure improvements, including sidewalks, water lines, drainage streetscapes, etc.

BUSINESS DEVELOPMENT ECONOMIC RESTRUCTURING

- **Investigate the implementation of a Town Sales Tax Incentive Program.**
• **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., etc.** – As a member of Downtown Colorado, Inc., Cedaredge will 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 Cedaredge’s downtown efforts. Additionally, Cedaredge 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:**

*The Colorado Department of Local Affairs (DOLA)* offers technical assistance to local governments for the establishment of Capital Improvements, Fleet and Equipment Replacement and Pavement Maintenance Programs. These are tools created to enhance budget development and strategic planning for capital expenditures.

*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 PARTICIPANTS**

- Town of Cedaredge Elected and Appointed Officials and Staff
- Board of Trustees
- Delta County Commissioners
- Cedaredge Chamber
- MSIP Contractor and committee
- Library District & Friends Foundation
- Surface Creek Valley Historical Society
- Surface Creek Medical Clinic
- Recreation & Cultural Advisory Committee
- Lions Club
- Rotary Club
- Non-profit organizations
- Cedaredge Business Support Group
- Grand Mesa Byway Merchant Group
- Delta County Economic Development Inc.
- Source Gas
- Rebekah Lodge
- TDS Telecom
- Registered business owners
- DMEA
- Residents
- Property Owners
TEAM MEMBER BIOS

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

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

Joe Carter
Department of Local Affairs
Joe Carter has worked in public and private sector planning and landscape architecture for over fifteen years. His background includes urban planning, large scale residential and commercial land planning and landscape architecture, land use code policy, and entitlement process formulation. Joe has been with the Department of Local Affairs for about a year and works with small communities on the public and private sector interface.

A resident of Colorado for almost two decades, Joe enjoys working with Western Colorado communities as a partner on infrastructure improvement projects. Joe also assists in the management of the State of Colorado Search and Rescue Fund. He is a graduate of the University of Georgia with a Bachelor of Landscape Architecture and is currently enrolled in the Masters of Public Administration program and University of Colorado Denver.

Alysce Christian
NINE-TEN PRODUCTIONS, LLC
Alysce Christian is the co-owner and creator of NINE-TEN PRODUCTIONS, LLC, a multi disciplinary firm focusing on design strategies. NINE-TEN PRODUCTIONS, LLC offers several services to help enhance local communities which include conceptual building and façade design, cost estimation, graphics and web development. Alysce assists communities in the design development process by producing graphics and constructing conceptual cost estimations that can be used for grant applications, marketing, and community vision.

Alysce received her Bachelor’s in Interior Design from Colorado State University and is currently a designer for the CSU Extension/ DOLA Technical Assistance Program.

Clint Cresawn
STRIDES, Colorado Sustainable Towns: Rural Innovation, Development, Expansion, and Success, 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.

Katherine Correll
Executive Director, Downtown Colorado, Inc.
Katherine Correll has experience spanning the fields of community outreach to advance downtown and community development,
Katherine joined Downtown Colorado, Inc. as the Director of Communications and Operations in 2006; in 2007 she became the Executive Director. Born and raised in Denver, Colorado, Katherine has worked with development initiatives in Denver, New York, Chicago, and the Former Soviet Union. Her focus on strategic planning and organizational development and management includes building viable and sustainable private, public, and non-for-profit institutions and programs. Prior to her current position, Katherine managed the American Councils’ portfolio for the Republic of Moldova, focusing on building civil society initiatives, education, and public administration reforms. She was also responsible for management and growth of the American Language Center, language and professional training school. Katherine received her Master’s Degree in Public Administration from Rutgers University and her Bachelor’s Degree in Politics with a Minor in Urban Studies from New York University.

Christy Culp
Community Development Specialist, Department of Local Affairs (DOLA)  Christy Culp 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 Town of Poncha Springs through the University of Colorado at Denver’s Best and Brightest Program.

Michael Hussey
Nolte Engineering
Michael Hussey is the manager of planning and landscape architecture for the Colorado Springs office of Nolte Associates, Inc. Michael has over 30 years of experience in a wide variety of urban design, landscape, planning, environmental engineering, and architectural projects. He has worked on urban development and renewal, and downtown streetscape improvement projects including Billings, Montana (downtown), Colorado Springs (Downtown BID), Avon (Town Center), Manitou Avenue (Manitou Springs downtown), Monte Vista (down own), Broomfield (US 287), and Fountain (US 85). Project responsibilities have included grant opportunity identification and application, master planning, urban and site design, and construction observation and management. Michael has participated in numerous CCRA workshops and conference programs, and has served as a CCRA/DOLA team member on several Community Revitalization Program (CRP) visits. Michael is also the co-author of “Grow Native,” one of the earliest Colorado xeriscape landscape guides, and has worked on a number of award winning projects – including the Colorado Springs Downtown Business Improvement District and Manitou Avenue.
Kayla McCullough
NINE-TEN PRODUCTIONS, LLC
Kayla McCullough is the co-owner and designer for NINE-TEN PRODUCTIONS, LLC, a design strategy firm aiming to provide a multidisciplinary approach enhancing communities through conceptual architectural design, graphic branding, and web development. By utilizing these creative tools, Kayla assists communities to heighten citizen engagement, community pride, and brand a cohesive vision.

Kayla is currently finishing her master’s degree focusing on sustainable community development at Colorado State University. Kayla also is a designer for CSU Extension/ DOLA Technical Assistance Program.

Pattie Snidow
Northwest Area Director, USDA Rural Development
Pattie has lived in Western Colorado for over 35 years, 25 of those in Craig. She has spent 18 years in economic development and community development practices.

She was part of the management team for the Beanpole Telecommunications Project in Northwest Colorado which brought broadband to remote counties, while she was the director of business and industry training and economic development for Colorado NW Community College. She was a founding member of the Western Colorado Economic Alliance for Western Colorado, and part of the statewide group, Colorado Economic Leadership Coalition. As the executive director of the Greeley Downtown Development Authority, the DDA put tax increment financing in place, passed a special improvement district, crafted design guidelines for a character overlay and implemented the Main Street Program.
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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**: breaks the recommendations down into a step-by-step process identifying timeline, action item, measure of success, initiator, and potential partners
- **Shop Local Campaign Development and Shop Local Matrix**
- **Menu of Technical Assistance**: The menu of technical assistance is to provide ideas or a sampling of what DCI has facilitated.
- **Stakeholders Analysis**: This form is used to analyze community information to ascertain which entities are most important to the downtown and/or project and how best to approach them.
- **Volunteers by Stakeholder Group**: allows you to identify volunteers that link your organization to groups that are key to your project.
- **Volunteer by Desired Skill**: allows you to review the skills you need and which volunteers can fill that need. It also allows you to identify the skills that remain unmet in your pool of volunteers.
- **Potential Partners**: For each project, a partner list should be generated to ensure that you have tapped all possible resources.
- **Strategic Event Planning Matrix**: allows you to list objectives and for each event to make sure that all objectives are being met, and all events are serving a purpose.
- **Strategic Event Planning Calendar**: reviews all events on a timeline to ensure a well-rounded calendar.
- **Downtown Organization Board Responsibilities and Job Descriptions**: Highlights the responsibilities of a board of directors and the officers that serve the organization.
- **Downtown Manager Job Description**: Identifies skills needed and activities required to manage a downtown organization.
- **Downtown Manager Evaluation**: allows the downtown organization to evaluate the effectiveness of the Downtown Manager.
- **Organizational Succession Planning**: Encourages consistency in leadership through transition.
- **5 Steps for Improved Communications**
- **Sample Press Release**
- **Communication Strategy Matrix**: Identifies the various modes of communication and the tools to make contact.
- **Communication Planning Form**: For each event or project, this form encourages you to think about communications in advance and to develop a clear message.
- **List of Resources**: A list of organizations and which services they might provide.

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

Thanks,
Katherine Correll
<table>
<thead>
<tr>
<th>Time</th>
<th>Action Item</th>
<th>Measurement of Success</th>
<th>Initiator</th>
<th>Potential Partners</th>
<th>Recommendation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-3 m</td>
<td>Town Council should declare Main Street a priority.</td>
<td>Adopt a mission statement for improving downtown and dedicating resources.</td>
<td>Town Board</td>
<td>Businesses, Business Support Group</td>
<td>Prioritize Cedaredge Downtown. As the heart of the community, the downtown needs special attention and focus from all entities working in Cedaredge.</td>
</tr>
<tr>
<td>1-3 m</td>
<td>Use the CRP recommendations (and past reports) to determine a list of objectives for downtown. Prioritize.</td>
<td>Prioritized list of action items to complete in a set time frame.</td>
<td>Business Support Group</td>
<td>Town staff and elected officials, Business Support Group</td>
<td>Identify areas of cross-over so that organizations can better plan together, share resources, and the community can report on achievements as a whole.</td>
</tr>
<tr>
<td>1-3 m</td>
<td>Continue monthly meetings for Downtown Cedaredge meetings - provide a standing invitation to the whole community. Don’t focus on design projects initially.</td>
<td>Set day each month for meetings. Announcements sent out two weeks before the meetings with the update from the last meeting and agenda for the next meeting.</td>
<td>Town Manager</td>
<td>Town staff and elected officials, Business Support Group</td>
<td>Identify areas of cross-over so that organizations can better plan together, share resources, and the community can report on achievements as a whole.</td>
</tr>
<tr>
<td>1-3 M</td>
<td>Engage in a process to determine the Downtown organizational objectives and how collaboration might be achieved</td>
<td>Agenda for meeting, Mission statement of objectives, Clear list of benefits of membership in group, Announcement in paper of results.</td>
<td>Business Support Group</td>
<td>Town staff and elected officials, Town Manager</td>
<td>Identify areas of cross-over so that organizations can better plan together, share resources, and the community can report on achievements as a whole.</td>
</tr>
<tr>
<td>1-3 M</td>
<td>Identify Downtown Business Support Group Chair person and volunteers ready to lead this charge</td>
<td>Chairperson and five volunteers identified and job description and objectives identified.</td>
<td>Business Support Group</td>
<td>Town staff and elected officials, Town Manager</td>
<td>Identify areas of cross-over so that organizations can better plan together, share resources, and the community can report on achievements as a whole.</td>
</tr>
<tr>
<td>1-3 M</td>
<td>Tap into youth, seniors, artists, and all citizens to identify and coordinate volunteers available.</td>
<td>Advertisements, Create volunteer orientation, database, and tracking system, volunteer skills assessment</td>
<td>Downtown Chairperson</td>
<td>Schools, seniors, and arts groups.</td>
<td>Engage families with children who may work out of town.</td>
</tr>
<tr>
<td>Time Frame</td>
<td>Action Description</td>
<td>Stakeholders</td>
<td>Downtown Organizations</td>
<td>Community Impact</td>
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<tr>
<td>1-3 M</td>
<td>Create dialogue and complete list of downtown stakeholders and the contributions each will make.</td>
<td>Stakeholders’ Analysis created. List of those who are not yet involved but should be created.</td>
<td>Downtown Volunteers &amp; Town</td>
<td>Identify areas of cross-over so that organizations can better plan together, share resources, and the community can report on achievements as a whole.</td>
<td></td>
</tr>
<tr>
<td>1-3 M</td>
<td>Complete strategic events calendar</td>
<td>Completed strategic events objectives, matrix, and calendar. List of potential new events</td>
<td>Event Committee</td>
<td>Identify areas of cross-over so that organizations can better plan together, share resources, and the community can report on achievements as a whole.</td>
<td></td>
</tr>
<tr>
<td>3-6 M</td>
<td>Business Support Group should begin implementing priorities set by events committee</td>
<td>Monthly reports to downtown business committee on progress, Work plans for implementation</td>
<td>Business Support Group</td>
<td>Identify areas of cross-over so that organizations can better plan together, share resources, and the community can report on achievements as a whole.</td>
<td></td>
</tr>
<tr>
<td>3-6 M</td>
<td>Business Support Group creates communication plan to reach out to partners</td>
<td>Stakeholder Analysis completed, create letters targeted to each group to request type of participation identified.</td>
<td>Business Support Group</td>
<td>Identify areas of cross-over so that organizations can better plan together, share resources, and the community can report on achievements as a whole.</td>
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</tr>
<tr>
<td>3-6 M</td>
<td>Business Support Group identifies skills required for Visioning Committee priorities and seeks volunteers to meet needs.</td>
<td>Volunteer Skills list completed, list of skills needed created, internship descriptions sent to highschool.</td>
<td>Business Support Group</td>
<td>Identify areas of cross-over so that organizations can better plan together, share resources, and the community can report on achievements as a whole.</td>
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<td>6+</td>
<td>Develop one entity to coordinate downtown events, improvements, and business development, retention, and attraction</td>
<td>Clear agreement between Town and organization outlining support for event implementation. Agreement for funding should be tied to objectives and performance measurements</td>
<td>Business Support Group</td>
<td>Identify areas of cross-over so that organizations can better plan together, share resources, and the community can report on achievements as a whole.</td>
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<tr>
<td>Timeframe</td>
<td>Task Description</td>
<td>Document/Task</td>
<td>Responsible Parties</td>
<td>Notes</td>
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<tr>
<td>1-3m</td>
<td>Create a Communications Strategy Matrix identifying audiences, type of information to share, and media for communication sharing</td>
<td>Document that can be distributed and referenced with all information</td>
<td>All organizations</td>
<td>Develop a strategy to utilize multiple communication methods</td>
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<tr>
<td>1-3m</td>
<td>Develop communications strategy that breaks communication process down to include a point person for developing the format for sharing information, and assignment to different staff or volunteers for each communication media.</td>
<td>Assignment of responsibilities to a specific individual</td>
<td>All organizations</td>
<td>Develop a strategy to utilize multiple communication methods</td>
<td></td>
</tr>
<tr>
<td>3-6m</td>
<td>PR campaign to all residents and businesses communicating the various ways where information can be obtained, and providing the opportunity to pick their communication preference.</td>
<td>Identification of PR methods, and documentation of implementation</td>
<td>Town, Chamber, School District, Library,</td>
<td>Develop a strategy to utilize multiple communication methods</td>
<td></td>
</tr>
<tr>
<td>6-9m</td>
<td>Conduct a citizen's academy, geared towards residents and businesses to help educate the community on their role and responsibility for becoming informed engaged citizens.</td>
<td>Graduating class of citizens from the academy.</td>
<td>Town, Chamber, School District, Library,</td>
<td>Develop a strategy to utilize multiple communication methods</td>
<td></td>
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<tr>
<td>9-12m</td>
<td>Work with the Schools to develop a 5th grade, 7th grade, and 9th grade social studies curriculum on community engagement and civic responsibility.</td>
<td>Create a job description for student interns in implementing. Memorandum of agreement with school administration highlighting role in downtown revitalization and creation of youth council.</td>
<td>School, town, and EDC</td>
<td>Develop a strategy to utilize multiple communication methods</td>
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<tr>
<td>1-3m</td>
<td>Identify all entities that have membership lists, email lists, or mail lists. Determine if lists can be shared or if information can be forwarded.</td>
<td>Sharing of all lists among entities</td>
<td>All organizations</td>
<td>Develop a Communication Tree</td>
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<tr>
<td>1-3m</td>
<td>Develop a calendar of all newsletters, newspapers, and other publications and deadlines for submitting information.</td>
<td>Calendar distributed to all partners</td>
<td>Chamber</td>
<td>Develop a Communication Tree</td>
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<tr>
<td>Time</td>
<td>Action</td>
<td>Responsible Parties</td>
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<td>1-3 m</td>
<td>Identify types of information that will be shared such as public service announcements, town council meetings, etc.</td>
<td>Town Staff</td>
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<td>Creation of a spreadsheet or other document identifying types of information, frequency, audience, etc.</td>
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<td>Continue use of the newspaper to share information</td>
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<tr>
<td>1-3 m</td>
<td>Work with the newspaper to develop a visual format that will help communicate the type of information to be shared in the new “newsletter” section of the paper. For example, calendars for upcoming events should be visually distinguished from public service announcements. The format should be consistent so that readers become familiar with the layout and know where to quickly glance for information.</td>
<td>Town Newspaper</td>
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<td></td>
<td>Consistent format in local newspaper, Monthly/Weekly updates of downtown initiative progress, Calendar posted regularly.</td>
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<tr>
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<td>Continue use of the newspaper to share information</td>
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<tr>
<td>1-3 m</td>
<td>Review the 2002 conceptual plans and select 2-3 sign/information kiosks to begin design and construction. Suggested locations post office, town hall, grocery store, schools, library</td>
<td>Town All</td>
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<td>Town Council decision on sign location.</td>
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<td>Implement proposed kiosks</td>
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<tr>
<td>3-6 m</td>
<td>Seek donations of materials and services to construct information signs/kiosks including design services. Consider how to “control” information posted to avoid clutter and irrelevant information.</td>
<td>Chamber/Town All</td>
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<td>Flyer explaining downtown initiative and requesting donations; Construction of sign/information kiosks begins.</td>
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<tr>
<td></td>
<td>Implement proposed kiosks</td>
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<tr>
<td>6-12 m</td>
<td>Begin to post critical information!</td>
<td>All All</td>
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<td></td>
<td>Information posted using all identified methods on a regular basis</td>
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<tr>
<td></td>
<td>Implement proposed kiosks</td>
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<tr>
<td>1-3 m</td>
<td>Aggressive fund raising campaign for the variable message sign to accelerate implementation.</td>
<td>Chamber Town</td>
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<td></td>
<td>Utilize stakeholder analysis to identify potential funding partners, targeted letters created to explain benefits of contributing to this effort. Funds secured to begin construction</td>
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<td></td>
<td>Install digital sign</td>
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<tr>
<td>Time Period</td>
<td>Task Description</td>
<td>Task Details</td>
<td>Responsible Party</td>
<td>Additional Details</td>
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<tr>
<td>1-3m</td>
<td>Conduct a meeting with participants to discuss the group's role, goals, and mission. Brainstorm how to increase participation.</td>
<td>Meeting announcement (posted in newspaper), agenda, and minutes documenting discussion available online.</td>
<td>Town, Business Resource Group</td>
<td>Further develop Business Support Group</td>
<td></td>
</tr>
<tr>
<td>3-6 months</td>
<td>Downtown Committee adopts a mission statement, goals, and action plan.</td>
<td>Mission statement, goals, and action plan available online. Announcement that available posted in newspaper.</td>
<td>Business Resource Group, Town</td>
<td>Further develop Business Support Group</td>
<td></td>
</tr>
<tr>
<td>6-12m</td>
<td>Begin process of implementing CRP action plan. Identify objectives by quarter for business resource groups to identify who will be responsible. Progress report on each task in action plan presented to Town Council and summary in newspaper outlining goals achieved.</td>
<td>Identify objectives by quarter for business resource groups to identify who will be responsible. Progress report on each task in action plan presented to Town Council and summary in newspaper outlining goals achieved.</td>
<td>Business Resource Group, Town</td>
<td>Further develop Business Support Group</td>
<td></td>
</tr>
<tr>
<td>1-3m</td>
<td>Conduct a meeting with all organizations to gather information to be put onto the Town's website.</td>
<td>Announcement, agenda, meeting minutes available online. Outline of information to be included on Town's website.</td>
<td>Town</td>
<td>Town website as the one stop shop for information</td>
<td></td>
</tr>
<tr>
<td>1-3 M</td>
<td>Engage a student volunteer to add/update information on the Town's website with information from the downtown revitalization process. Encourage an ongoing blog or other social media that can keep the website &quot;live&quot;.</td>
<td>Job description released to public (and to senior and student groups) highlighting website/social media skills required.</td>
<td>Town, School, Senior groups, EDC</td>
<td>Town website as the one stop shop for information</td>
<td></td>
</tr>
<tr>
<td>3-6 M</td>
<td>Engage a student volunteer to gather, organize, and verify information.</td>
<td>Current community links exist to direct website visitors to all community groups.</td>
<td>Town</td>
<td>Town website as the one stop shop for information</td>
<td></td>
</tr>
<tr>
<td>3-6m</td>
<td>Develop procedures for how/whom to notify of needed updates, frequency of updates, how to add information, etc.</td>
<td>Website update instruction packet created.</td>
<td>Website/Social Media Intern, Town, School, EDC</td>
<td>Town website as the one stop shop for information</td>
<td></td>
</tr>
</tbody>
</table>
## Advertisement

Announcement of new services that highlights how to get something linked or posted on Town website.

### Identity and Messaging

<table>
<thead>
<tr>
<th>Action Item</th>
<th>Measurement of Success</th>
<th>Initiator</th>
<th>Potential Partners</th>
<th>Recommendation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-3 m Create information gathering survey for distribution to all community stakeholders. Distribute via school children, at town hall, post office, library and on the internet.</td>
<td>Survey written. Available at various sites. 50% of community members reply.</td>
<td>Town</td>
<td>Chamber, Surface Creek Historical Society, Cedaredge Library, businesses, residents</td>
<td>Develop an image and brand to highlight what the community is, not what you have.</td>
</tr>
<tr>
<td>1-3 m Have one visioning session, facilitated by a professional, to discuss results of the survey. Announce meeting and create an agenda 25% of identified stakeholders participate.</td>
<td>Agenda; 25% of identified stakeholders participate.</td>
<td>Town</td>
<td>Chamber, Surface Creek Historical Society, Cedaredge Library, businesses, residents</td>
<td>Develop an image and brand to highlight what the community is, not what you have.</td>
</tr>
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</table>

### Shop Local

<table>
<thead>
<tr>
<th>Action Item</th>
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</tr>
</thead>
<tbody>
<tr>
<td>1-3 m Town Council should declare a local purchasing priority.</td>
<td>Create a statement indicating that shipping and transportation costs will be recognized when reviewing bids for products and services.</td>
<td>Town Board</td>
<td>Businesses, Chamber, School, hospital</td>
<td>Create a shop local campaign</td>
</tr>
<tr>
<td>1-3 m Consider grant opportunities for marketing and training to fund economic development activities.</td>
<td>Create database that looks at USDA, Colorado Tourism Office, and other resources as suggested by SBDC, SCORE, DCI, and the local EDC.</td>
<td>Chamber, school, and EDC</td>
<td>merchants, non-profits, schools, local government, DCI, SBDC</td>
<td>Create a shop local campaign</td>
</tr>
<tr>
<td>1-3 m Hold a series of public meetings to discuss the plan for the shop local campaign</td>
<td>Attendance of all major non-profits, businesses, and government leadership. Sign in sheets and agendas. Create top five objectives for the campaign. Identify three measurements of success for each objective (and the timeframe when completion should occur).</td>
<td>Chamber</td>
<td>merchants, non-profits, schools, local government</td>
<td>Create a shop local campaign</td>
</tr>
<tr>
<td>1-3 m Identify a catchy slogan for the campaign.</td>
<td>Review some other communities’ campaigns. Hold a contest with the community voting on the top three campaign slogans.</td>
<td>Chamber</td>
<td>merchants, non-profits, schools, local government</td>
<td>Create a shop local campaign</td>
</tr>
<tr>
<td>3-6 m Coordinate training for program creation.</td>
<td>Contact DCI, SBDC, EDC, or other entities to facilitate training. Incorporate feedback from other communities who have implemented a campaign to learn from their experience.</td>
<td>Chamber</td>
<td>merchants, non-profits, schools, local government, DCI, SBDC, EDC</td>
<td>Create a shop local campaign</td>
</tr>
<tr>
<td>3-6 m Create communications plan and key messages for the campaign.</td>
<td>Complete a communications matrix for the whole program and communication strategy form for each audience group.</td>
<td>Chamber</td>
<td>merchants, non-profits, schools, local government, DCI, SBDC, EDC</td>
<td>Create a shop local campaign</td>
</tr>
<tr>
<td>Actions</td>
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<tr>
<td>3-6 m Create survey or online system for businesses and producers to list all available products in one area.</td>
<td>Directory of businesses with map and contact information exists. List of products available in town listed by business and product type.</td>
<td>Chamber</td>
<td>merchants, non-profits, schools, local government, DCI, SBDC, EDC</td>
<td></td>
</tr>
<tr>
<td>3-6 m Engage youth in project to conduct business survey to assess business hours, needs, and willingness to participate in local coupons or collaborative marketing.</td>
<td>Completed database (or spreadsheet) of businesses that record data collected.</td>
<td>Chamber, school, and EDC</td>
<td>merchants, non-profits, schools, local government, DCI, SBDC</td>
<td></td>
</tr>
<tr>
<td>3-6 m Engage business in project to conduct customer survey to assess desired products, ideal shopping times, and willingness to purchase local if additional products or discounts are available to locals.</td>
<td>Completed database (or spreadsheet) of customer responses that record data collected. Data is analyzed to identify what current businesses can do to better meet the needs of locals.</td>
<td>Chamber, businesses, and EDC</td>
<td>merchants, non-profits, schools, local government, DCI, SBDC</td>
<td></td>
</tr>
<tr>
<td>6 + m Enlist designer to take the messages and data and create attractive online and print materials for distribution.</td>
<td>Collateral materials are available online and in local venues</td>
<td>Chamber, school, and EDC</td>
<td>merchants, non-profits, schools, local government, DCI, SBDC</td>
<td></td>
</tr>
<tr>
<td>6 + m Continue to hold stakeholder meetings with a representative from each key group (non-profits, businesses, schools, local government, etc.)</td>
<td>Conduct evaluation of program every 6 months and implement improvements regularly. Agenda and sign in sheets exist. Agenda includes suggestions for program growth and improvement.</td>
<td>Chamber</td>
<td>merchants, non-profits, schools, local government, DCI, SBDC</td>
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**Promotions**

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<tbody>
<tr>
<td>1-3 m Identify and plan meeting with all organizations hosting events and complete the strategic event matrix.</td>
<td>Meeting announcement, agenda, and completed matrix. Clear event objective exist and frame the event planning on a community-wide level.</td>
<td>Town</td>
<td>event organizers, related non-profit organizations, community business and tourism groups, Town, County, citizens</td>
</tr>
<tr>
<td>1-3 m Begin monthly communications regarding events and event organizers to create a regular flow of information on community-wide activities.</td>
<td>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.</td>
<td>Town</td>
<td>community business and tourism groups, Town, County</td>
</tr>
<tr>
<td>1-3 m As part of completing the strategic event matrix, identify potential events that are or are not drawing visitors downtown</td>
<td>List of events taking place outside of the downtown or within the downtown area that are not drawing visitors to the businesses</td>
<td>Cedaredge Business Support Group</td>
<td>Community businesses, Grand Mesa Byway Merchant Group, Chamber</td>
</tr>
</tbody>
</table>

Increase and formalize collaborative business marketing.
<table>
<thead>
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</thead>
<tbody>
<tr>
<td>1-3 m</td>
<td>Identify businesses that cater to visitors or spouses for specific events and complimentary businesses</td>
<td>List of businesses who have the ability to market goods or services to visitors; list of potential cross-marketing opportunities</td>
<td>Cedaredge Business Support Group</td>
<td>Community businesses, Grand Mesa Byway Merchant Group, Chamber</td>
</tr>
<tr>
<td>3-6 m</td>
<td>Develop exhaustive list of Cedaredge businesses and organize into logical categories (may want to charge fee for inclusion after first year).</td>
<td>Print and web versions of this directory are distributed to all members and venues throughout Cedaredge and the surrounding communities.</td>
<td>Town</td>
<td>Community businesses, Grand Mesa Byway Merchant Group, Chamber, County, Cedaredge Business Support Group, non-profit and community groups</td>
</tr>
<tr>
<td>Economic Restructuring</td>
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<tr>
<td>0-3m</td>
<td>Spotlight feature articles on individual downtown expertise in newspaper in center page, surrounded by ads of many businesses for greater impact of advertising dollars.</td>
<td>1 article per month on a regular basis with group advertising opportunities surrounding the article.</td>
<td>Mountain Valley, Delta County Independent</td>
<td>Downtown businesses</td>
</tr>
<tr>
<td>0-3m</td>
<td>Initiate conversations with other local governments to partner on regional economic development planning</td>
<td>3 meetings at regular intervals with other local government leaders to discuss funding and direction of plan</td>
<td>Town of Cedaredge</td>
<td>Hotckiss, Paonia, Orchard City, etc.</td>
</tr>
<tr>
<td>0-3m</td>
<td>Plan agenda for meetings for regional economic development planning</td>
<td>Publish and distribute the agenda to all entities at least 2 weeks prior to the meeting with a defined date, time, length of meeting and location</td>
<td>Town of Cedaredge</td>
<td>Hotckiss, Paonia, Orchard City, etc.</td>
</tr>
<tr>
<td>Timeframe</td>
<td>Action Description</td>
<td>Expected Outcomes</td>
<td>Stakeholders</td>
<td>Regional Economic Development Plan for North Fork and Surface Creek areas</td>
</tr>
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<tr>
<td>0-3m</td>
<td>Take minutes at each meeting and distribute those minutes to all stakeholders. Publish meeting minutes promptly on all websites and refer to those meetings and minutes and the location of the minutes availability in all newsletters and public communications.</td>
<td>Town of Cedaredge, Hotchkiss, Paonia, Orchard City, etc.</td>
<td>all Chambers and business groups therein</td>
<td></td>
</tr>
<tr>
<td>6-9m</td>
<td>Research funding sources for the regional economic development plan and obtain funding. Contact any potential grantors or funders for this opportunity.</td>
<td>Town of Cedaredge, Hotchkiss, Paonia, Orchard City</td>
<td>USDA Rural Development RBOG, Visitor Bureau, County Commissioners</td>
<td>Regional Economic Development Plan for North Fork and Surface Creek areas</td>
</tr>
<tr>
<td>12-18m</td>
<td>Advertise Request for Proposal (RFP) for expert consultant for Regional Economic Development Plan. Publish and distribute RFP in all available locations, including website, e-mail broadcast distribution, newspapers including front range to access highest number of expert responses.</td>
<td>Town of Cedaredge, Hotchkiss, Paonia, Orchard City</td>
<td></td>
<td>Regional Economic Development Plan for North Fork and Surface Creek areas</td>
</tr>
<tr>
<td>12-18m</td>
<td>Communicate ED Plan findings. Upon completion of the ED Plan for region, hold public meetings, publish on website and widely distribute the findings to local governments and businesses.</td>
<td>Town of Cedaredge, Hotchkiss, Paonia, Orchard City</td>
<td>local businesses and organizations (such as attractions, lodging, shopping and dining) community business and tourism groups, Town and County</td>
<td>Regional Economic Development Plan for North Fork and Surface Creek areas</td>
</tr>
<tr>
<td>Timeframe</td>
<td>Description</td>
<td>Action</td>
<td>Responsible Parties</td>
<td>Details</td>
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<tr>
<td>12-24m</td>
<td>Develop strategic action plan from the Regional Economic Development Plan, with specific actionable items, and names assigned to actions and deadlines for activities</td>
<td>Utilize facilitator in each town/area to help individual communities to find their &quot;nice&quot; in that plan</td>
<td>Town of Cedaredge, Hotchkiss, Paonia, Orchard City</td>
<td>Local businesses and organizations (such as attractions, lodging, shopping and dining), community business and tourism groups, Town and County</td>
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<td>Regional Economic Development Plan for North Fork and Surface Creek areas</td>
</tr>
<tr>
<td>18m ongoing</td>
<td>Establish ongoing followup meetings to discuss the items of strategic plan, set new benchmarks, evaluate gaps and overlaps in process and how each community is progressing</td>
<td>Establish meeting dates, times, locations for upcoming 12 months</td>
<td>Town of Cedaredge, Hotchkiss, Paonia, Orchard City</td>
<td>Local businesses and organizations (such as attractions, lodging, shopping and dining), community business and tourism groups, Town and County</td>
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<td></td>
<td>Regional Economic Development Plan for North Fork and Surface Creek areas</td>
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<tr>
<td>0-3M</td>
<td>Survey citizens to consider gaps in services that could be filled by multifunctional businesses (i.e., Radio Shack section, coffee/beer/wine shops.)</td>
<td>Online survey on City website, printed in newspapers, distributed via chamber and at front desks of businesses, and sent home with school children</td>
<td>Town of Cedaredge</td>
<td>Chamber, businesses, visitor bureau</td>
</tr>
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<td></td>
<td>Help businesses to explore how they might expand their offerings to fill gaps in consumer needs and diversify their market</td>
</tr>
<tr>
<td>3-6m</td>
<td>Create a list of properties available both for rent and sale</td>
<td>List established and maintained on a monthly basis, published on the town website.</td>
<td>Town of Cedaredge</td>
<td>Local realtors and property owners</td>
</tr>
<tr>
<td></td>
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<td>Market opportunities in the downtown district for new or expanded businesses</td>
</tr>
<tr>
<td>3-6M</td>
<td>Market Analysis of potential visitors to Dominuez Escalante</td>
<td>Utilize lodging tax for study</td>
<td>Visitor Bureau, Town of Cedaredge</td>
<td>City of Delta, County, businesses, chamber, all towns in county</td>
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<td></td>
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<td></td>
<td>Help businesses to target and enhance services to capture new markets of visitors</td>
</tr>
<tr>
<td>Time Frame</td>
<td>Action Description</td>
<td>Discussion Topics</td>
<td>Participants</td>
<td>Outcomes</td>
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<tr>
<td>3-6m</td>
<td>Discuss needs of the businesses with the library staff, research business needs via survey, and help the library research training solutions</td>
<td>2 Discussions with library leadership on how they might participate in filling these needs</td>
<td>Town of Cedaredge, Hotchkiss, Paonia, Orchard City, Downtown businesses, chambers of region</td>
<td>Develop library as a site for business training and business resources.</td>
</tr>
<tr>
<td>3-6 m</td>
<td>Contact SBDC professionals to discuss process of creating SCORE program in Cedaredge</td>
<td>2 formal meetings with SBDC and action items in place</td>
<td>Town of Cedaredge, Chamber</td>
<td>Create a SCORE program to assist entrepreneurs</td>
</tr>
<tr>
<td>9-12m</td>
<td>Advertise needs for SCORE volunteers</td>
<td>Conduct interest meetings for potential volunteers</td>
<td>Town of Cedaredge, Chamber</td>
<td>Create a SCORE program to assist entrepreneurs</td>
</tr>
<tr>
<td>12-18m</td>
<td>Advertise trainings for SCORE volunteers</td>
<td>Training dates, times and locations established and published in newspapers, and on all possible websites</td>
<td>Town of Cedaredge, Chamber, SBDC</td>
<td>Create a SCORE program to assist entrepreneurs</td>
</tr>
<tr>
<td>1-3 mo</td>
<td>Engage lodging community to develop plan for how a lodging fee can be utilized to promote Cedaredge and support businesses.</td>
<td>Generation of an outline or draft resolution/ordinance to be presented to the Town Council for consideration.</td>
<td>Town</td>
<td>Creation of a per room lodging fee</td>
</tr>
<tr>
<td>1-6 mo</td>
<td>Development of a plan for how lodging fee would be dedicated and utilized connecting the use of the fee to anticipated benefits to lodgers and downtown businesses. A portion of the lodging fee should be used to develop materials that lodgers can make available to their customers. Consider use of a taskforce or other public forum to encourage maximum participation.</td>
<td>Creation of a record of the engagement process including agenda, meeting notes, outcomes, and needed follow-up.</td>
<td>Town</td>
<td>Creation of a per room lodging fee</td>
</tr>
<tr>
<td>Timeframe</td>
<td>Task Description</td>
<td>Approval</td>
<td>Implementation Plan</td>
<td>Responsibility</td>
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<tr>
<td>3-6 mo</td>
<td>Presentation of proposed lodging fee resolution/ordinance to the Town Council for consideration and approval</td>
<td>Approval of lodging fee by the Town Council</td>
<td>Approval of lodging fee by the Town Council</td>
<td>Town Council</td>
</tr>
<tr>
<td>6-9 mo</td>
<td>Education and awareness program to help lodging community prepare to implement lodging fee collection and remittance.</td>
<td>100% compliance of lodging community at first collection.</td>
<td>Establishment of an implementation plan that encourages creative use of revenues raised, and participation by business and lodging owners to help determine how to utilize funds.</td>
<td>Town, Chamber, Lodgers, Downtown Businesses</td>
</tr>
<tr>
<td>6-9 mo</td>
<td>Develop collection and implementation plan identifying how and when the lodging fee will be remitted by businesses to the Town, how the fee will be accounted for within the Town's financial management system, and how the revenues collected will then be spent. Consider the creation of a committee or other open process to encourage public participation in how to best utilize funds each year.</td>
<td></td>
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</tr>
<tr>
<td>12+ mo</td>
<td>Develop an annual reporting system to communicate how the lodging fee was utilized and what benefits were realized by downtown businesses and the lodging community.</td>
<td>Annual report that communicates direct benefits to lodging and business community.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1-3m</td>
<td>Use stakeholders analysis to invite participation from primary contacts from local officials, professional organization, coalitions, individuals, etc that represent the primary industries of the county.</td>
<td>Announcement, invitation letters, agenda, and meeting minutes.</td>
<td></td>
<td>Parnter with Paonia, Hotchkiss, Orchard City, etc to create regional economic development plan</td>
</tr>
<tr>
<td>1-3m</td>
<td>Contact County to determine if they will take the lead in organizing all Surface and North Fork valley interests for a combined regional economic development plan.</td>
<td>Best contact at county invited formally to participate in downtown business support group. Clear talking points established for engaging the county (based on stakeholder analysis). Keep written record of dates of conversations and date to follow up.</td>
<td></td>
<td>Parnter with Paonia, Hotchkiss, Orchard City, etc to create regional economic development plan</td>
</tr>
<tr>
<td>Time</td>
<td>Action Item</td>
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<td>Potential Partners</td>
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<tr>
<td>3-6m</td>
<td>Hold a meeting with all stakeholders to determine what common interests exist, areas for collaboration, etc.</td>
<td>Announcement, invitation letters, agenda, and meeting minutes. Identify committee chair, next meeting date, and roles for various committee members.</td>
<td>Town</td>
<td>Town, County, Chamber, Lodgers, Downtown Businesses</td>
</tr>
<tr>
<td>6-9m</td>
<td>Create a committee charged with identifying opportunities, implementing programs, and to serve as a clearinghouse of information.</td>
<td>Agenda, meeting minutes, a vision statement, and objectives for the next quarter.</td>
<td>Committee Chair</td>
<td>Town, County, Chamber, Lodgers, Downtown Businesses</td>
</tr>
<tr>
<td>1-3m</td>
<td>Host a meeting of all real estate agencies to get collaboration on creating a list of all available properties.</td>
<td>Agenda, meeting minutes, a vision statement, and objectives for the next quarter.</td>
<td>Town and website specialist</td>
<td>Realestate agents, county, econ development groups.</td>
</tr>
<tr>
<td>3-6m</td>
<td>Identify where to make list available (such as Town website). Identify how to keep the list updated, and how to &quot;market&quot; type of business opportunities. Identify who to track inquiries.</td>
<td>List of available properties available online.</td>
<td>Town and website specialist</td>
<td>Realestate agents, county, econ development groups.</td>
</tr>
<tr>
<td>1-3m</td>
<td>Meet with library to determine what resources are currently available to support businesses, what resources could be made available, and what funds would be necessary.</td>
<td>Agenda, meeting minutes, list of resources for existing and potential businesses.</td>
<td>Business support group</td>
<td>Library, econ dev groups.</td>
</tr>
<tr>
<td>3-6m</td>
<td>Evaluate other professional and business development models in local libraries such as Garfield County and Douglas County. Identify additional services that Delta County Library could consider adding.</td>
<td>List of resources available at other library districts.</td>
<td>Library staff</td>
<td>Library association, econ dev group</td>
</tr>
<tr>
<td>Time</td>
<td>Action Item</td>
<td>Measurement of Success</td>
<td>Initiator</td>
<td>Potential Partners</td>
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<tr>
<td>1-6 m</td>
<td>Include healthcare representation in each action item on the &quot;Buy Local&quot; action matrix.</td>
<td>Healthcare representation and inclusion is demonstrated on agenda, attendance sheets, tangible outcomes.</td>
<td>Chamber</td>
<td>Businesses, the Administrator and Finance Director of town, the Chamber, the Business Support Group</td>
</tr>
<tr>
<td>1-10 m</td>
<td>Identify and standardize activities that exist to support students who have aptitude or interest in healthcare careers.</td>
<td>A list of all activities, divided into age/grade targeted is distributed to students, teachers, and other interested parties.</td>
<td>School system</td>
<td>Western AHEC, Mesa State, local and county healthcare providers, CU Health Sciences Center, Rocky Vista University</td>
</tr>
<tr>
<td>1-10 m</td>
<td>Identify and fill gaps in existing activities.</td>
<td>New activities are developed and marketed to students</td>
<td>School system</td>
<td>Western AHEC, Mesa State, local and county healthcare providers, CU Health Sciences Center, Rocky Vista University</td>
</tr>
<tr>
<td>1-10 m</td>
<td>Consider consolidating and targeting local scholarships to have meaningful impact on the expense of educating a healthcare provider</td>
<td>A substantial scholarship is developed and awarded to a student yearly who is interested in pursuing a career in rural healthcare - ideally with a commitment to serve in Delta County</td>
<td>School system</td>
<td>Western AHEC, Mesa State, local and county healthcare providers, CU Health Sciences Center, Rocky Vista University</td>
</tr>
<tr>
<td>1-6 m</td>
<td>Include healthcare representation in invite lists, on agendas, and in minutes of community groups</td>
<td>Healthcare input is included in minutes of meetings</td>
<td>Healthcare community</td>
<td>Library, Chamber, philanthropic organizations, Cedaredge Administrator</td>
</tr>
<tr>
<td>1-3 m</td>
<td>Identify and publicize exercise opportunities available to residents</td>
<td>A publicly available listing of exercise opportunities is generated and distributed</td>
<td>Healthcare community</td>
<td>Local churches, local fitness centers, clubs associated with recreation activities</td>
</tr>
<tr>
<td>Time</td>
<td>Task Description</td>
<td>Details</td>
<td>Responsible</td>
<td>Action</td>
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<tr>
<td>3-12 m</td>
<td>Hire Transportation Planner to complete Traffic Study for designated truck route</td>
<td>RFP for Transportation Planner published and Transportation Planner contracted to complete Traffic Study</td>
<td>Town</td>
<td>CDOT</td>
</tr>
<tr>
<td>4-14 m</td>
<td>Complete Traffic Study</td>
<td>Transportation Study approved by Town</td>
<td>Town</td>
<td>Traffic Planning Consultant</td>
</tr>
<tr>
<td>5-16 m</td>
<td>Apply for Safe Routes to School grant</td>
<td>Grant Application approval</td>
<td>Town</td>
<td>Library (write grant application)</td>
</tr>
<tr>
<td>6-24 m</td>
<td>Implement approved recommendations for designated truck route</td>
<td>Designated Truck Route improvements completed</td>
<td>Town</td>
<td>CDOT</td>
</tr>
<tr>
<td>3-12 m</td>
<td>Hire an Engineer to complete a Stormwater Drainage Report for the downtown</td>
<td>RFP for Engineer to complete a Stormwater Drainage Plan for the downtown published and an Engineer contracted to complete a Stormwater Drainage Study</td>
<td>Town</td>
<td></td>
</tr>
<tr>
<td>4-14 m</td>
<td>Complete Stormwater Drainage Report</td>
<td>Stormwater Drainage Report approved by Town</td>
<td>Town</td>
<td>Stormwater Engineer</td>
</tr>
<tr>
<td>5-16 m</td>
<td>Apply for Stormwater Drainage Improvement grants</td>
<td>Grant application approval(s)</td>
<td>Town</td>
<td>USDA, EPA</td>
</tr>
<tr>
<td>6-24 m</td>
<td>Implement approved recommendations for stormwater drainage improvements</td>
<td>Stormwater drainage improvements for the downtown completed</td>
<td>Town</td>
<td>USDA, EPA</td>
</tr>
<tr>
<td>1-3 mo</td>
<td>Board of Trustees to establish central business district (CBD) boundary</td>
<td>Established CBD boundary mapped on town plans to identify areas for downtown improvement by end of first quarter 2011</td>
<td>Board of Trustees</td>
<td>Town staff, Chamber of Commerce, business support group,</td>
</tr>
<tr>
<td>Time Frame</td>
<td>Action Description</td>
<td>Responsibility</td>
<td>Board/Officers/Staff</td>
<td>Senior Management</td>
</tr>
<tr>
<td>------------</td>
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<td>------------------</td>
</tr>
<tr>
<td>1-3 mo</td>
<td>Convene meeting with CDOT representatives to explore signage opportunities at major cross streets along Hwy 65.</td>
<td>Board of Trustees creates letter indicating which of the following are the highest priority: street signage, entry signage, information kiosks and street pull outs. Focus on size and legibility. Implement by the end of the first quarter of 2011.</td>
<td>Town Staff</td>
<td>CDOT, Chamber, Action Matrix CRP, 2010</td>
</tr>
<tr>
<td>6-12 mo</td>
<td>Convene a meeting with CDOT about intersection improvements at major cross streets along Hwy 65.</td>
<td>Board of Trustees creates letter indicating which of the following are the highest priority: street signage, entry signage, information kiosks and street pull outs.</td>
<td>Town Staff</td>
<td>CDOT, Chamber of Commerce, By-way merchants and business support group</td>
</tr>
<tr>
<td>6-12 mo</td>
<td>Using past plans created by CCCD and outside consultant to target locations for community informational displays</td>
<td>Complete inventory of potential informational display locations and key businesses. Use kiosks and informational displays as way to communicate with community members. Implement by Summer of 2011.</td>
<td>Business support group</td>
<td>Chamber, town staff, By-ways group, Business owners</td>
</tr>
<tr>
<td>6-12 mo</td>
<td>Develop a single common town logo (brand)</td>
<td>Existence of town logo (brand) implemented by summer of 2011.</td>
<td>Town staff</td>
<td>DOLA, Chamber of Commerce, business members</td>
</tr>
<tr>
<td>6-12 mo</td>
<td>Develop a consistent and cohesive town logo (brand)</td>
<td>Existence of town logo (brand) implemented by summer of 2011.</td>
<td>Town staff</td>
<td>DOLA, Chamber of Commerce</td>
</tr>
<tr>
<td>6-12 mo</td>
<td>Identify and equal number of local artists and business leaders to form an Art in Cedaredge community organization. Found group with the intent to place more art on display in outdoor areas.</td>
<td>Existence of Art in Cedaredge group with recommendations of display locations, guidelines for art work selection, establish a funding mechanism for art purchase, set rule for permanent display and security</td>
<td>Delta Fine Arts Committee</td>
<td>Chamber and town staff</td>
</tr>
<tr>
<td>12-36 mo</td>
<td>Engage the community in entry way, way-finding, central business district signage program</td>
<td>Establishment of consistent and cohesive signage in these three areas. Focus on proper height, font and contrast. Legibility should be considered for highway speeds.</td>
<td>Chamber of Commerce</td>
<td>Town staff, business support group, DOLA</td>
</tr>
<tr>
<td>12-60 mo</td>
<td>During the detailed development of infrastructure improvement plans on Main Street, incorporate other utility improvement upgrades and undergrounding efforts</td>
<td>Public works is engaged in process and plans are modified.</td>
<td>Public Works Director</td>
<td>Town staff, outside utility providers, business support group</td>
</tr>
<tr>
<td>Time</td>
<td>Action Item</td>
<td>Measurement of Success</td>
<td>Initiator</td>
<td>Potential Partners</td>
</tr>
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<td>-------------------------------------------------</td>
</tr>
<tr>
<td>6-12 mo</td>
<td>Develop a consistent and cohesive town logo (brand)</td>
<td>Existance of town logo (brand) implemented by summer of 2011.</td>
<td>Town staff</td>
<td>DOLA, Chamber of Commerce</td>
</tr>
<tr>
<td>1-3 M</td>
<td>Begin discussions regarding small improvements (planters, paint, lighting,</td>
<td>Complete steering committee with organized task objectives</td>
<td>Town</td>
<td>Chamber, Town, Historical Society, Business owners</td>
</tr>
<tr>
<td></td>
<td>awning repair) to historic facades, create facade committee including business</td>
<td></td>
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<td></td>
<td>owners, historical society, chamber, and town staff. Identify common issues</td>
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<tr>
<td></td>
<td>among all downtown structures</td>
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<tr>
<td>3-6 M</td>
<td>Begin compiling Facade Guidelines based on Cedaredge historic character</td>
<td>Complete draft of guidelines</td>
<td>Facade Steering</td>
<td>Chamber, Town, Historical Society, Business owners</td>
</tr>
<tr>
<td></td>
<td>(review historic photos). Guidelines should provide information on building</td>
<td></td>
<td>Committee</td>
<td></td>
</tr>
<tr>
<td></td>
<td>materials, lighting, windows, signage, awnings, doors, and architectural</td>
<td></td>
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<tr>
<td></td>
<td>details.</td>
<td></td>
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<tr>
<td>3-6 M</td>
<td>Hold informational meeting with other business owners to discuss revisions to</td>
<td>Sign in sheet of business owners, Meeting notes regarding revisions</td>
<td>Facade Steering</td>
<td>Chamber, Town, Historical Society, Business owners</td>
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<tr>
<td></td>
<td>guidelines.</td>
<td></td>
<td>Committee</td>
<td></td>
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<tr>
<td>3-6 M</td>
<td>Organize an incentive program for facade improvements. Examples may include town match money, town provides paint for trim improvements while business owners complete labor, silent auction item to provide materials from local hardware store to improve a downtown facade</td>
<td>Incentive program document including incentives. These may could coincide with local events</td>
<td>Facade Steering Committee</td>
<td>Chamber, Town, Historical Society, Business owners</td>
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<tr>
<td>12+ M</td>
<td>Publicize new façade improvements and reopening with business events through the chamber and town website as well as newspaper publication. Business should offer incentives to bring in residents to newly updated buildings</td>
<td>Advertisements of historic building reopening</td>
<td>Facade Steering Committee</td>
<td>Chamber, Town, Historical Society, Business owners</td>
</tr>
<tr>
<td>12+ M</td>
<td>Collaborate with owners of buildings that have empty storefronts to display oral histories and photos downtown</td>
<td>Historic Cedaredge displays in empty storefronts</td>
<td>Facade Steering Committee</td>
<td>Chamber, Town, Historical Society, Business owners</td>
</tr>
</tbody>
</table>
Small Towns Shop Local Campaigns
Many communities in Colorado are looking to create a buy local campaign, especially for small towns. Shop local is more than a slogan or a flyer that you begin posting around town. It is a campaign to help businesses develop a larger and more loyal customer base, enhance knowledge of local products and services, change behavior and understanding of the community, and engage the community in supporting the community.

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

Steps to Successful Shop Local Program
It is important to adapt all recommendations to fit the needs and unique characteristics of your town.

Step 1: Engage your stakeholders
Reach out to all businesses, business support organizations (like non-profits, chambers, downtown business associations, etc.), as well as to the local government, county government, and economic development groups. Bring in 5-10 key representatives to start the process. Invite them to a simple discussion to assess what to highlight and how to approach the new campaign.

Step 2: Determine the best slogan
Some common phrases chosen by communities are Buy Local First, Buy Local, Shop Local, Homegrown, Stay Local, and Buy Close By. Determine which best suits your town or create your own unique slogan. Some examples are:
- Colorado Springs: There is only one Downtown
- Boulder: Love the Local
- Parker: Go to Town
- Brush: Don't Rush through Brush

Step 3: Promote your most powerful benefits
There are numerous lists of the benefits to shopping locally available online or at Downtown Colorado, Inc. It is useful to have short bullet points and longer more detailed explanations. Here are some benefits that are often highlighted:

**Educate consumers on shopping local to support local community services.** Shopping local is frequently becoming an ethical decision for consumers who want to reinvest in their communities. Teach people the benefits of voting with their dollars locally by educating them on how shopping locally positively impacts their community. Both Golden and Boulder have created online web pages to do just this. Explain that local services such as local law enforcement, fire, libraries, and schools are funded by sales tax dollars. Highlight that spending in the community, helps to keep your community top notch. Spending elsewhere supports someone else’s school.

**Highlight that your economy is local.** Just telling people to “shop local” may not change behavior. Many communities have noticed greater impacts when the businesses and customers can easily see the impacts of their spending. Some ideas for achieving these results are to create spending local cards, or “cash,” or somehow mark a certain number of bills that will be spent in the community.
Some chambers might have cash prizes at events with a request that dollars be spent locally. The prizes can be given out in only $2 bills so that each merchant will notice the bills when they come through the system. Some communities create “dollars” that act as coupons or collect receipts from local stores equaling a certain amount. Merchants who track local spending can redeem coupon, or customers who have receipts from all merchants in town might qualify for a drawing. Additional examples include:

- Lake City DIRT Dollars
- Brush Chamber Bucks

- Build loyalty through local coupon books and gift certificate programs. Loyalty programs are everywhere these days and for good reason. You can create your own loyal following by offering benefits through coupons, gift certificates, or frequent shopper programs geared toward downtown stores. La Plata County created a Be Local coupon book of local retailers. The Colorado Springs Downtown Partnership has created a Downtown Colorado Springs gift card in varying denominations that is accepted in more than 100 local retailers. Carbondale is currently holding a drawing for an electric car; shoppers receive a ticket when they shop at one of 200 participating Carbondale businesses.

- Traveling costs money and gas. Spending locally is more affordable and environmentally beneficial. Lots of small town residents are accustomed to driving distances to shop. Use this campaign as a way to encourage your community to be green, save money, and save the gas by shopping at home.

- Design a printed directory for your downtown and distribute it. It is important to have an online directory, but for those who are wandering through downtown, a printed guide can be a big help to encourage shopping. Check out Denver’s Old South Pearl Street guide for a good example. Many downtowns also build a large downtown directory, similar to what one might see in a mall.

- Share the news of what you have in town. All over the state we hear how small towns may not have everything that people need. Downtowns are different than they once were; they may not all be able to provide thread or socks, or other day needs. There will always be things that people need to leave town to find. But you might even surprise yourself with what you do have. Ask local businesses to provide a list of “Did you know we have?” and highlight each store on-line or through local outlets to inform the community of things that can be found locally.

Step 4: Develop strong collateral materials
Just because resources are tight in a small community doesn’t mean your can’t make a big splash with a few targeted materials. A window sticker or sign is one way to involve merchants and create an attention-gaining visible presence in the downtown. If resources permit, the shop local logo or stickers can be added to local directories, maps and signage, t-shirts, and kiosks or bus stops. Part of the campaign materials might also include a buy local coupon book and/or punch cards, and a short postcard showing the benefits of spending in the community.

Step 5: Start with a bang-up media campaign
One of the benefits of small towns is familiarity with the local newspaper. To ensure that your message gets out, ask if it will be possible to write the article for them and also draft a press release for the newspaper, television, and radio if applicable. Interviews will give you a chance to provide more details of the how and why of the program. Consider having a shop local table at any and all local events; give balloons to kids and use the opportunity to talk to their parents. Work with merchants to develop retail events that can be combined with the shop local initiative.
In-store events will allow you to further distribute the materials already developed as well as promote the stores’ events. Nonprofits, rotary, chambers, downtown business associations, libraries, museums, and schools are also important partners in a shop local campaign. Provide all partners with materials, lists of events, and have regular meetings to share information. When possible, present the campaign to membership groups at monthly meetings. Press coverage is often more effective than advertising.

Don’t forget to use your existing website and promotional materials to promote the campaign. Use your social media tools as well. If you have a Facebook page or group, use it to promote the shop local campaign. Community support will begin to grow as you build your shop local campaign in these new and highly utilized medium. Visit Facebook and search “Buy Local” or “Shop Local” to find examples of how to set up this information.

**Step 6: Measure Success (Know when you have succeeded)**
Once you begin the campaign, you want to be able to point to the success of it, or be able to identify areas that need adjustment or need to be strengthened. The best way to do that is to ask questions of your community, both residents and businesses, most often through a survey or similar questionnaire. You can find examples of surveys almost anywhere, from local community colleges to small business development centers, or even the Office of Economic Development and International Trade. And if you don’t have the manpower to conduct the survey or gather the results, students in marketing or business classes may be available at little or not cost.

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

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

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

**Step 7: Be sure that you can replicate and expand the Shop Local campaign**
If you can do the initial steps successfully, it will be important to consider how to further grow the program. Some ideas include:
Business-to-business local transactions. Talk to your businesses to determine which supplies and services they purchase regularly and where they are purchasing. If you can find out what materials and products your local companies need, as well as what is available locally, you can encourage local businesses to order from local sources.

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

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

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

When you are trying to make the most of your scarce resources, a shop local campaign can help your small town. We highly recommend tracking of volunteer hours and activities through this process. If you have more examples, stories, surveys or ideas, we’d love to hear them at info@downtowncoloradoinc.org. We’re all in this together!

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

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

MENU OF TECHNICAL ASSISTANCE

ORGANIZATION

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

PROMOTION

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

DESIGN

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

ECONOMIC RESTRUCTURING

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

<table>
<thead>
<tr>
<th>Stakeholder for Project</th>
<th>Stake or Interest</th>
<th>Supportive of Project</th>
<th>Relative Importance</th>
<th>Potential Contribution or Withholding</th>
<th>Approach/Responsible</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Yes</td>
<td>No</td>
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</table>
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!

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<tbody>
<tr>
<td>Volunteer Source</td>
<td>(individual or organization)</td>
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</table>
**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!

<table>
<thead>
<tr>
<th>Stakeholder groups</th>
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<table>
<thead>
<tr>
<th>Projects/Events</th>
<th>Project Name...</th>
<th>Project Name...</th>
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<th>Project Name...</th>
<th>Project Name...</th>
<th>Project Name...</th>
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</table>
### 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.

<table>
<thead>
<tr>
<th>Objective Event</th>
<th>Community</th>
<th>Kid friendly</th>
<th>Fund Raising</th>
<th>Traffic Generating</th>
<th>Promotes Retail</th>
<th>Restaurant</th>
<th>Downtown Component</th>
<th>Green Initiatives</th>
<th>Historic Accentuated</th>
<th>Lead Org</th>
<th>Partner Orgs</th>
<th>Demographic Reached</th>
</tr>
</thead>
<tbody>
<tr>
<td>Outdoor Market</td>
<td>X</td>
<td></td>
<td>X</td>
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</tr>
<tr>
<td>Concert at Park</td>
<td>X</td>
<td>X</td>
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**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.

<table>
<thead>
<tr>
<th>Objective</th>
<th>Community</th>
<th>Kid friendly</th>
<th>Fundraising</th>
<th>Traffic Generating</th>
<th>Promotes Retail</th>
<th>Restaurant</th>
<th>Downtown Component</th>
<th>Green Initiatives</th>
<th>Historic Accentuated</th>
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<th>Partner Orgs</th>
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Basic Responsibilities of Nonprofit Boards

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

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

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

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

Finances: Directors must assure financial responsibility by:
- Approving the annual budget and overseeing adherence to it.
- Contracting for an independent audit.
- Controlling the investment policies and management of capital or reserve funds.

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

Individual Board Member Support of the organization: All board members must be members/investors of the organization. An annual contribution is expected from each board member in the form of membership, sponsorship or programmatic support to the organization during each fiscal year to demonstrate the board's support of the organization to constituents and funding sources.

Ways in which a board member may contribute to the organization:
- Pay annual dues;
- Sponsor or bring in sponsorship(s) for annual events, identify participants for awards programs, etc.;
- Sponsor new member(s)/investor(s);
- Conduct training, workshops or other informational meetings;

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1 "Ten Basic Responsibilities of Nonprofit Boards," published by the National Center for Nonprofit Boards, Washington, DC 20036.
http://www.ncnb.org
- Chair a standing board committee;
- Attend board meetings as regularly as possible;
- Sponsor a publication;
- Provide a service to the organization such as donating frequent flyer miles, designing the website or data base, providing printing and/or design services or volunteering to help staff the conference;

EVERY BIT HELPS!

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

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

Growing pains: As an organization evolves from startup to growth toward maturity, the responsibilities and character of its board of directors will evolve as well. Challenges that may come with growth include:
- Weaning directors away from involvement in operations and management.
- Addressing the needs and problems of a large staff.
- Bringing aboard new people and new ideas.

Board Officer Job Descriptions

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

Board President Job Description
1. Serves as a member of the Board
2. Serves as a partner with the Executive Director in achieving the organization’s mission
3. Provides leadership to the Board of Directors, who sets policy and to whom the Executive Director is accountable.
4. Presides over meetings of the Board after developing the agenda with the Executive Director.
5. Encourages Board's role in strategic planning
6. Appoints the chairpersons of committees, in consultation with other Board members.
7. Discusses issues confronting the organization with the Executive Director.
8. Helps guide and mediate Board actions with respect to organizational priorities and governance concerns.
9. Reviews with the Executive Director any issues of concern to the Board.
10. Monitors financial planning and financial reports.
11. Formally evaluates the performance of the Executive Director and informally evaluates the effectiveness of the Board members.
12. Evaluates annually the performance of the organization in achieving its mission.

2 The following descriptions were adapted from materials from BoardSource
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
Executive Director Job Description (Con’t)

- The executive director supervises any necessary temporary or permanent employees, as well as professional consultants. He/she participates in personnel and project evaluations. The executive director maintains local Main Street program records and reports, establishes technical resource files and libraries, and prepares regular reports for the Town Council and board of directors. The executive director monitors the annual program budget and maintains financial records.

Job Knowledge and Skills Required
The executive director should have education and/or experience in one or more of the following areas: commercial district management, economics, finance, public relations, planning, business administration, public administration, retailing, volunteer or non-profit administration, architecture, historic preservation, and/or small business development. The executive director must be sensitive to design and preservation issues and must understand the issues confronting downtown business people, property owners, public agencies, and community organizations. The director must be entrepreneurial, energetic, imaginative, well organized and capable of functioning effectively in an independent environment. Excellent written and verbal communication skills are essential. Supervisory skills are desirable.
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

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<th>Does not meet</th>
<th>Meets</th>
<th>Exceeds</th>
<th>Far Exceeds</th>
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<td>Project/Event Management</td>
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<td>Support to the Committees</td>
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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
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

<table>
<thead>
<tr>
<th>Employee</th>
<th>Date</th>
<th>Supervisor</th>
<th>Date</th>
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Succession Planning Matrix

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

<table>
<thead>
<tr>
<th>Leadership Position</th>
<th>Name</th>
<th>Time remaining in term</th>
<th>Who will replace them?</th>
<th>Is the successor confirmed?</th>
<th>Necessary next steps to ensure a smooth transition</th>
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<td>President/Chair</td>
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## Communications Strategies

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<th><strong>Everyone</strong> <em>(Bare)</em></th>
<th><strong>Website</strong></th>
<th><strong>Social Media</strong></th>
<th><strong>Marketing/Advertising</strong></th>
<th><strong>Special Events</strong></th>
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</table>
|               | **Website**          | - Create one website for communities/downtown to market. Consider something clever.  
- Websites are among today's most important tools for communicating |  
- 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? |  
- Create well established identity and package for branding  
- Engage the communities in the role out of a joint marketing campaign |  
- Concentrate on year-round activation with emphasis on shoulder seasons |
| **Community Members** |  
- Community events calendar  
- Community news and projects  
- Community resources  
- Community business listings  
- Newsletter opt-in |  
- Facebook |  
- Shop Local campaign  
- Standard window posters, in restaurant table tents or placemats, etc.  
- Bill stuffers to promote community events and business  
- Community member discount cards |  
- Create special events task force consisting of Merchants Assoc., Chamber, community members, and businesses.  
- Conduct an analysis of events, develop strategic initiatives  
- Event planning matrix – meet goals for audience, year-round activation |
| **Day-cation Visitors** |  
- What do they need to plan a trip for a day?  
- Package experiences/ build an itinerary  
- Maps (of businesses, historical trails & walks, recreational amenities, etc.) |  
- "Visitor Center" – visitors can send in questions about the community via Twitter and get responses |  
- Target marketing to key visitor areas (via ads/ billboards), tour bus groups, etc.  
- Printed map(s)  
- Strengthen Visitor's Center? |  
- Event series released in advance with cooperative ideas  
- Unique experiences at camps for day visitors  
- Bring people to town for the day or evening |
| **Destination Visitors** |  
- Vacation planner  
- Lodging resources in the region  
- Links to other visitor sites |  
- Flickr (gorgeous pictures of the town or view) |  
- Targeted viral marketing for key interest groups  
- Visitor Info Packet |  
- |
| **Business Owners/Investors/Entrepreneurs** |  
- Data about communities to encourage new business development  
- Package “doing business” information |  
- Training to diversity with online businesses  
- Social media training for businesses, link them to main website |  
- Market free business training & support (i.e. merchandising, basic customer service and hospitality training)  
- Focus on consistent weekend hours  
- Business Plan Contest  
- Package “doing business” information for print |  
- Signature event as business development strategy |
| **Orgs (Govt, Chamber, Non-Profits, etc.)** |  
- Common place to post info about projects, community news |  
- All use same tools (one go to place for community to find latest news) |  
- Create and market similar business incentive policies between the two communities |  
- Monthly informal meetings to share info w/ get input from businesses Business planning/entrepreneurs training by SBDC |
5 Steps to Successfully Plan for Your Community Meetings

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

1. **Be clear about your message.** Be sure you understand the purpose of your meeting as community members are bound to have questions. You also want to communicate what kind of participation is needed and why it is to their benefit to have their voices heard by participating in the focus groups or discussions. Emphasize that problems cannot be solved if they are not first identified, and strengths cannot be maximized if you do not know what they are. It is important for the **facilitator or follow up** team to hear all community voices to determine the best action steps for revitalizing your downtown.

2. **Identify your stakeholder organizations.** Make a list of all organizations and people who have an investment in your community so that you are certain not to overlook anyone. Remember the chamber of commerce, visitor and convention bureau, local businesses, large employers, non-profits, hospital, school district, real estate offices, banks, fire district, library district, town staff, county staff, all elected officials, arts groups, community colleges, and volunteer associations (e.g., 4H, Masons, and Lions Club).

3. **Create your message.** There are a variety of ways for communities to reach their populations. Some communities put an announcement in the local newspaper and others include an announcement with local utility bills. Below is a listing of basic mediums you should prepare for use. Be sure to include an email address or phone number for attendees to RSVP or ask questions.
   - Personal invite/letter
   - Press release
   - Flyer
   - Website page or posting
   - 30-60 second verbal presentation that volunteers can make in person

4. **Spread the word.** Your community is composed of many organizations and individuals. The most successful community meetings include participation from a variety of community representatives. Not all of the public can be reached via the same medium. Consider the following options when reaching out to encourage greater community participation.

<table>
<thead>
<tr>
<th>Local government (e.g., city and county officials):</th>
<th>Business owners:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Email or mail a letter detailing the process and inviting participation</td>
<td>Email or mail a letter detailing the process and inviting participation</td>
</tr>
<tr>
<td>Follow-up phone calls to reiterate invite</td>
<td>Follow-up phone calls to reiterate invite</td>
</tr>
<tr>
<td>Send a press release</td>
<td>Send a press release</td>
</tr>
<tr>
<td>Create a flyer to be posted</td>
<td>Create a flyer to be posted</td>
</tr>
<tr>
<td>Visit in person</td>
<td>Ask to leave flyers for customers</td>
</tr>
</tbody>
</table>
### Other local government and organizations (e.g., police departments, school district, library district, chamber of commerce, convention & visitors’ bureau, volunteer associations, business associations, seniors groups and hospitals):
- Email or mail a letter detailing the process and inviting participation
- Follow-up phone calls to reiterate invite
- Send a press release
- Create a flyer to be posted both for employees and for visitors
- Send a flyer home to parents through the schools

### Local newspapers:
- Send a press release
- Contact a reporter to promote the downtown assessment visit prior to the day and to cover the story the day of the event
- Contact the calendar editor to have it published in the calendar online and in print
- Place an announcement in the paper

### Local radio:
- Send a press release
- Contact station producer to ask if they will interview a community spokesperson about the upcoming event
  - Be sure to provide the station producer with a list of questions to ask interviewee
  - Be sure to provide the interviewee with the same list of questions AND the answers
- Ask the radio station to post information on its website

### Local television:
- Send a press release
- Contact a reporter to promote the meeting prior to the day and to cover the story the day of the event
  - Be sure to provide the station producer with a list of questions to ask interviewee
  - Be sure to provide the interviewee with the same list of questions AND the answers
- Ask the TV station to post information on its website

### Online:
- Post the information on your city’s website
- Ask county officials to post the information on their website
- Ask local organizations to post the information on their website
- Post the information on social media sites your community uses, e.g., Facebook, Twitter

### Flyers:
- Post flyers at local libraries, post offices, museums, municipal buildings, and local businesses (e.g., coffee shops)

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

# # #
Communications Planning Form

**Today’s Date:** ________________ Organization/Contact: __________________________________________________________

**Email:** _____________________________________________ **Phone #** ________________________________________________

**Event Title/Topic to promote & Description:** ________________________________________________________________

________________________________________________________________________________________________________________

________________________________________________________________________________________________________________

**Date (s) Needed:** ________________

**Goals & Objectives**

What are the goals of the community engagement event? (Specific goal of communication activity:)

- [ ] Raise awareness about an issue/program
- [ ] Encourage Attendance at an Event
- [ ] Recruit Volunteers
- [ ] Publicize News
- [ ] Recognize Someone/Announce an Award
- [ ] Correct Misinformation/Misperceptions
- [ ] Other (attach additional information)

**Target Audience:**

- [ ] 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

<table>
<thead>
<tr>
<th>Desired result</th>
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<tbody>
<tr>
<td># of attendees to the event</td>
<td>Story in the media</td>
</tr>
<tr>
<td>Internal communication</td>
<td>Fundraising</td>
</tr>
</tbody>
</table>

### 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.)
<table>
<thead>
<tr>
<th>NAME</th>
<th>ADDRESS</th>
<th>EMAIL</th>
<th>PHONE NUMBER</th>
<th>ORGANIZATION</th>
<th>IF APPLICABLE</th>
</tr>
</thead>
<tbody>
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<td>Town of Cedaridge</td>
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<td>719-358-8528</td>
<td>Night Teflo Associates, Inc.</td>
<td></td>
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<tr>
<td>Cliff Miller</td>
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<td>NAME</td>
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<tr>
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<td>Sherry Amsden</td>
<td>PO Box 1675, Cedaredge</td>
<td><a href="mailto:Sherry.Amsden@Duck.com">Sherry.Amsden@Duck.com</a></td>
<td>814-6992</td>
<td>Delta County, CO</td>
<td></td>
</tr>
<tr>
<td>David Starr</td>
<td>250 W. Main St.</td>
<td><a href="mailto:David.Starr@SourceGas.com">David.Starr@SourceGas.com</a></td>
<td>856-2381</td>
<td>Starr's Guitar</td>
<td></td>
</tr>
<tr>
<td>Terry M. Louden</td>
<td>240 Willow Ave, 10182</td>
<td><a href="mailto:Marlize.Louden@Duck.com">Marlize.Louden@Duck.com</a></td>
<td>840-3537</td>
<td>Sales</td>
<td></td>
</tr>
<tr>
<td>John Wootley</td>
<td>105 W. Main St</td>
<td><a href="mailto:John.Wootley@Duck.com">John.Wootley@Duck.com</a></td>
<td>935-1876</td>
<td>Handmade Express</td>
<td></td>
</tr>
<tr>
<td>Dave Webster</td>
<td></td>
<td></td>
<td>935-1876</td>
<td>Handmade Express</td>
<td></td>
</tr>
<tr>
<td>Barbara Brittmaier</td>
<td>P.O. Box 1044</td>
<td><a href="mailto:Barbara.Brittmaier@SourceGas.com">Barbara.Brittmaier@SourceGas.com</a></td>
<td>240-2545</td>
<td>Cedaredge Pharmacy, Inc</td>
<td></td>
</tr>
<tr>
<td>Linda Garcia</td>
<td>127 N. 7th Ave.</td>
<td><a href="mailto:L.L.Garcia@Duck.com">L.L.Garcia@Duck.com</a></td>
<td>856-3101</td>
<td>Chamber of Commerce</td>
<td></td>
</tr>
<tr>
<td>William Luntz</td>
<td>200 NW 3rd St.</td>
<td><a href="mailto:William.Luntz@Duck.com">William.Luntz@Duck.com</a></td>
<td>970-372-2727</td>
<td>T15 Telecom</td>
<td></td>
</tr>
<tr>
<td>Gene L. Gertler</td>
<td>205 NW 3rd St.</td>
<td><a href="mailto:Gertler.Gertler@Duck.com">Gertler.Gertler@Duck.com</a></td>
<td>934-263-1897</td>
<td>Gertler</td>
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<tr>
<td>Donald J. Sutter</td>
<td>200 NW 3rd St.</td>
<td><a href="mailto:Sutter.Donald@Duck.com">Sutter.Donald@Duck.com</a></td>
<td>934-263-1897</td>
<td>Sutter</td>
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<tr>
<td>Pat Means</td>
<td>270 NW 1122</td>
<td><a href="mailto:Pat.Mears@Duck.com">Pat.Mears@Duck.com</a></td>
<td>856-5001</td>
<td>Mayor - Cedaredge</td>
<td></td>
</tr>
<tr>
<td>Dan McEwen</td>
<td>PO. Box 910</td>
<td><a href="mailto:DMCeWen@Duck.com">DMCeWen@Duck.com</a></td>
<td>970-372-2727</td>
<td>Delta Mountain Estates</td>
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</tr>
<tr>
<td>Ann Knutson</td>
<td>18645 Northridge Rd.</td>
<td><a href="mailto:AnnKnutson@Duck.com">AnnKnutson@Duck.com</a></td>
<td>856 - 4810</td>
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<tr>
<td>Name</td>
<td>Address</td>
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<td>Phone Number</td>
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<td>Nelson Morgan</td>
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<td>Gene Welke</td>
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<td>Chuck Bal紹</td>
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<td>Mary Bal紹</td>
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<tr>
<td>Judy Gunn</td>
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<td>Larry Johnson-Watlen</td>
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<td>Bill Wilke</td>
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<td>Raymond Hansen</td>
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<td>David Smith</td>
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<td>Lyle Murphy</td>
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<td>Jim Jones</td>
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<td>Kathy Michael</td>
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<tr>
<td>Bob Michael</td>
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<td>Brenda Stagg</td>
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<td>Zack Sollerberg</td>
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<td>Bob Bixler</td>
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<td>Myrna Bartman</td>
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<tr>
<td>BJ Pehr</td>
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<tr>
<td>Norma Phillips</td>
<td></td>
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<tr>
<td>Clayton Ryan</td>
<td>675-NE 2nd Celadore</td>
<td></td>
<td>856-9465</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Jerry Michael</td>
<td>24331 Timothy Rd.</td>
<td>856-9469</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bill Snider</td>
<td>810 NE 42nd St</td>
<td><a href="mailto:wasnyer@tore.net">wasnyer@tore.net</a> 856-447</td>
<td>856-4785 SEF</td>
<td></td>
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</tr>
<tr>
<td>Kathleen Morse</td>
<td>Celadore</td>
<td></td>
<td>856-7463</td>
<td></td>
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</tr>
<tr>
<td>Dennis Gann</td>
<td>Prestige Library</td>
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<tr>
<td>Jerry Gunn</td>
<td>60 Line Rd</td>
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<tr>
<td>Nancy Smith</td>
<td>740 N Clear Mesa</td>
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<tr>
<td>Steven Carter</td>
<td>305 N W Cedar</td>
<td></td>
<td>956-2936</td>
<td></td>
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</tr>
<tr>
<td>Michael Nega</td>
<td>205 W Grandview E</td>
<td></td>
<td>856-2525</td>
<td>Town of Celadore</td>
<td></td>
</tr>
<tr>
<td>Date/Time</td>
<td>Agenda - Description</td>
<td>Attending</td>
<td>Location</td>
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<tr>
<td>Nov 18</td>
<td><strong>10:00 AM</strong> Orientation/Tour - Presentation on history of town and current state of affairs.</td>
<td>Town Administrator, MSIP Contractor, Public Works Director</td>
<td>Community Center; 140 NW 2nd ST; Room A or B</td>
<td></td>
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</tr>
<tr>
<td></td>
<td><strong>12:00 PM-1:00 PM</strong> Working Lunch with Staff, Commissioners, Trustees,</td>
<td>Town Staff-Dept Heads, MSIP Contractor &amp; MSIP Committee (2 Trustees)</td>
<td>Community Center</td>
<td></td>
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<tr>
<td></td>
<td><strong>1:30 PM-2:15 PM</strong> Focus Group Meeting 1 (45 Min) Town &amp; County</td>
<td>Board of Trustees, MSIP Contractor, Town Staff, Planning Commission, Orchard City Officials, Dist #3 County Commissioner, County Staff</td>
<td>Community Center</td>
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<tr>
<td></td>
<td><strong>2:45 PM-3:30 PM</strong> Focus Group Meeting 2 (45 Min) Service Providers</td>
<td>Library District &amp; Friends, Surface Creek Valley Historical Soc., Recreation &amp; Cultural Advisory Committee, Fire District, Ambulance Dist, Grand Mesa Conservancy Dist, Lion’s Club, Rotary, School Representatives, Health Care Providers, Postal Representatives, Non-Profit Organizations</td>
<td>Community Center</td>
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<td></td>
<td><strong>3:30 PM-5:00 PM</strong> Break/Walk Around</td>
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<td></td>
<td><strong>5:30 PM-6:15 PM</strong> Focus Group Meeting 3 (45 Min) Business Community (after work hours)</td>
<td>Chamber of Commerce, Cedaredge Business Support Group, Grand Mesa Byway Merchant Group, Delta County Economic Dev, DMEA, Source Gas, TDS Telecom, Registered Business Owners, Business Managers</td>
<td>Community Center</td>
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<tr>
<td></td>
<td><strong>6:45 PM-7:30 PM</strong> Focus Group Meeting 4 (45 Min) Residents, Property Owners, Cedaredge Area Community members. If you do not fit in any of the categories above this is your time slot.</td>
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<td></td>
<td><strong>9:00 PM</strong> Team de-brief</td>
<td>MSIP Contractor</td>
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<td></td>
<td><strong>10:00 PM</strong> Draft Recommendations</td>
<td>MSIP Contractor</td>
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<tr>
<td>Nov 19</td>
<td><strong>Town must provide a working room for the team that has access to a printer, internet, and a scanner.</strong></td>
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<tr>
<td></td>
<td><strong>8:00 AM</strong> Working Breakfast - Recap Issues and Recommendations – review presentation draft</td>
<td></td>
<td>Community Center</td>
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<td></td>
<td><strong>9:00 AM</strong> Team writes report narrative sections</td>
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<tr>
<td></td>
<td><strong>10:00 AM</strong> Team members create action matrix items</td>
<td></td>
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<tr>
<td></td>
<td><strong>12 Noon</strong> Working Lunch Delivered – Town should provide projector. Team makes final edits to power point</td>
<td></td>
<td>Community Center</td>
<td></td>
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</tr>
<tr>
<td></td>
<td><strong>1:15 PM</strong> Team Members compile Power Point presentations sent to Team Leader</td>
<td></td>
<td>Community Center</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>3:15 PM</strong> Meet with client to review</td>
<td>Town Administrator &amp; MSIP Contractor</td>
<td>Community Center</td>
<td></td>
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</tr>
<tr>
<td></td>
<td><strong>5:00 PM</strong> Reception/Presentation</td>
<td>Happy Hour Presentation Open to All—Please come and enjoy light appetizers and soft drinks. <strong>A great door prize awaits!</strong></td>
<td>Community Center</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

76
Downtown Cedaredge Community Revitalization Partnership (CRP) Program

Nov 18-19, 2010
Sponsored by the Colorado Department of Local Affairs (DOLA) & the Town of Cedaredge in partnership with Downtown Colorado, Inc. (DCI). Partially supported by the State Historical Fund and USDA Rural Development.

Downtown Colorado, Inc. (DCI)

<table>
<thead>
<tr>
<th>Advocacy &amp; Information</th>
<th>Membership</th>
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<tbody>
<tr>
<td><strong>Education</strong></td>
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<tr>
<td>Annual Conference</td>
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<td>Issue Forums</td>
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<tr>
<td>Downtown Institute</td>
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<td><strong>Services</strong></td>
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<tr>
<td>Downtown Assessment Visits</td>
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<td>On-Site Training/Discussions</td>
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<td><strong>Programs</strong></td>
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<td>Development &amp; Improvement Districts Program</td>
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<tr>
<td>Main Street Program</td>
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</tbody>
</table>

Team Members

- Elyse Ackerman, Department of Local Affairs
- Joe Carter, Department of Local Affairs
- Alysce Christian, NINE-TEN PRODUCTIONS, LLC
- Katherine Cornell, Downtown Colorado, Inc.
- Clint Cresawn, Colorado STRIDES
- Christy Culp, Department of Local Affairs
- Mike Hussey, Nolte Associates
- Kayla McCullough, NINE-TEN PRODUCTIONS, LLC
- Pattie Snidow, USDA Rural Development
Focus Group Participants

- Town of Cedaredge Elected & Appointed Officials & Staff
- Delta County Commissioners
- Cedaredge Chamber
- MSIP Contractor and committee
- Library District & Friends
- Surface Creek Valley Historical Society
- Surface Creek Medical Clinic
- Recreation & Cultural Advisory Committee
- Lions Club
- Rebekah Lodge
- Rotary Club
- Non-profit organizations
- Cedaredge Business Support Group
- Grand Mesa Byway Merchant Group
- Delta Economic Development
- Source Gas
- TDS Telecom
- Registered business owners
- DMEA
- Residents
- Property Owners

Main Street Four Point Approach
Collaborative Process

Evaluation → Planning → Implementation

Downtown Cedaredge

Heart of the Community

- Community recognizes value of downtown
- Nationally recognized Grand Mesa Scenic Byway
- Rich artist community
- Community focus and engagement
- Want to maintain sustainable viable downtown
- Desirable climate
- Outdoor recreation activities (hunting, fishing, snow mobile)
- Lots of community events
- Beautiful downtown park
- Golf course excellent regional draw
- Pioneer Town is a great asset, but may be under-utilized
- Great community volunteer opportunities
- Great primary healthcare
- Large senior demographic
- Good place to raise a family
- Strong church presence

Downtown Cedaredge
Observations

- Website under-utilized by businesses
- Seasonal activities needed
- Hard to find good employment opportunities
- Lack of events in downtown
- Cautious about change
- No formal brand
- Limited variety of products

Messages for Cedaredge

- Planning without action creates apathy.
- Citizens & businesses have a civic responsibility as a part of the community; and
- It is a new economy and if you don’t stand together, you will fall apart.

Organization

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

Observation: The community leadership has presented good plans with forward thinking reasoning that has not been implemented.

Recommendations:
• Clarify what resources are needed to implement current plans and communicate those needs
• Consider the value of the community to the diverse groups’ perspective and focus on presenting messages to each group to address their issues, objectives, and sense of civic pride.

Coalitions and Partnerships

<table>
<thead>
<tr>
<th>Stakeholder</th>
<th>Interest</th>
<th>Support</th>
<th>Importance (1-5)</th>
<th>Contribution</th>
<th>Approach</th>
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<tbody>
<tr>
<td>Local Gov't</td>
<td>Econ Dev</td>
<td>Y</td>
<td>5</td>
<td>Communications &amp; Funding</td>
<td>Formal Presentation to City Council</td>
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<tr>
<td>Church or Non-Profit</td>
<td>Ability to pursue grants</td>
<td>Y</td>
<td>3</td>
<td>Info Distribution &amp; Volunteers</td>
<td>Informal: Flyers and email Invitations</td>
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<tr>
<td>Community College</td>
<td>Image Building</td>
<td>N</td>
<td>4</td>
<td>Meeting Space &amp; Volunteers</td>
<td>Formal Proposal and Presentation</td>
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<td>School Administration</td>
<td>Leadership Program</td>
<td>N</td>
<td>3</td>
<td>Info Distribution, Meeting Space &amp; Volunteers</td>
<td>Formal Letter, Invitation, Meeting</td>
</tr>
</tbody>
</table>
**Organization**

**Observation:** There is a division of resources and the broad focus of so many groups is stretching resources even thinner.

**Recommendations:**
- Prioritize Cedaredge Downtown and develop objectives.
- Identify an entity to focus on Cedaredge, business, and its role in big picture of the county and region.

---

**Partnership & Communication:** Regular Meetings, Shared Information, & Joint Planning.

**Merchants**
- Small business ambassadors, training services, and data collection, analysis, and info sharing.

**RETAIL VITALITY & DOWNTOWN**

**TOURIST VISITORS**

**BUSINESS ATTRACTION & RETENTION**

Collaborative marketing and draws from regional events.

**Economic Development**
- Collateral presenting the quality of life, regional draws, and business opportunities.

---

**Organization**

**Observation:** The fundraising and volunteer initiatives in the community are impressive when presented as a combined community effort.

**Recommendations:**
- Create a clearinghouse of community projects, jobs, volunteer opportunities, and job skills in the community.
- Regularly and collaboratively engage youth and retirees in programming.
- Create community wide volunteer celebration.
Volunteer Identification

<table>
<thead>
<tr>
<th>Person</th>
<th>Skill</th>
<th>Fundraising</th>
<th>Accounting</th>
<th>Graphic Design</th>
<th>Marketing</th>
<th>Writing</th>
<th>Legal Expertise</th>
<th>Public Speaking</th>
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<tr>
<td>Ben</td>
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<td>Rhonda</td>
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<td>John</td>
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<td>Karl</td>
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<td>Jane Miller</td>
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<td>Sharon</td>
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<td>Bradley</td>
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Organization

**Observation:** There is a communication failure happening in the community despite attempts to bridge gaps. Not everyone is getting the word of mouth message.

**Recommendations:**
- Develop communication strategy using multiple medias
- Develop a communication tree.
- Install the digital sign.

Organization

- Further develop the business support group.
- Town website should be the one stop shop for information.
**Public Relations and Outreach**

**Communications Strategy**

<table>
<thead>
<tr>
<th>Audience</th>
<th>Website</th>
<th>Social Media</th>
<th>Advertising</th>
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</thead>
<tbody>
<tr>
<td>Everyone</td>
<td>Outlet for communities or projects to market.</td>
<td><em>Linked to website</em></td>
<td><em>Identity and branding</em></td>
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<tr>
<td></td>
<td></td>
<td><em>Communicate up-to-date information</em></td>
<td><em>Engage the community in joint marketing campaign</em></td>
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<tr>
<td>Community</td>
<td><em>Community news and projects</em></td>
<td><em>Highlight successes</em></td>
<td><em>Bill stuffers to promote community events and business</em></td>
</tr>
<tr>
<td></td>
<td><em>Community resources</em></td>
<td><em>Ask for support</em></td>
<td><em>Community member discount cards</em></td>
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<tr>
<td></td>
<td><em>Newsletter opt-in</em></td>
<td><em>Link to similar projects</em></td>
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</tr>
<tr>
<td>Partners</td>
<td><em>List and link all partners</em></td>
<td><em>Consistent sharing of up to date information on project and about partners</em></td>
<td><em>Utilize other advertising initiatives to promote your project</em></td>
</tr>
</tbody>
</table>

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**Communication Spheres**

- Membership
- Businesses & Residents
- County & Towns
- Surrounding Area
- Metro Denver & State-Wide
- National & International

---

**Economic Restructuring**

Recruit, retain and expand opportunities for investment in downtown.
Economic Restructuring

Observation: Assets should be developed to their maximum capacity and put to use to benefit the community.

Recommendation:
The Chamber and volunteers should move to the Welcome Center.

---

Economic Restructuring

• Soon to be empty elementary school
  - Commercial kitchen
  - Industrial arts
  - Office and training space

• Develop the library as a training, professional development, and business development center in the community.

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Economic Restructuring

Observation: Talented relocated retirees have little roots or connections to the downtown.

Recommendation:
• Market expertise of downtown businesses
• Work with SBDC to create a SCORE program to cultivate new entrepreneurs
Economic Restructuring

Observation: There are major gaps in the services, products, and activities available in the town.

Recommendations:
- Create a list of property (commercial & residential) that is for sale or lease and track inquiries for space and place on the Town website.

Economic Restructuring

- Partnership between North Fork Valley and Surface Creek businesses on regional economic development plan
- Utilize lodging tax to pay for marketing analysis for the entire county
- Develop an incentive package for startup businesses

Health, Healthcare, and Healthy Living

Enhances the health and quality of life in communities, while serving as a powerful economic driver.
Health Care

Observation: Many residents access healthcare services outside Cedaredge.

Recommendation: Expand “Buy Local” program to include healthcare as well.

Health Care

Observation: Opportunities for youth to return to Cedaredge after achieving their educational goals seem somewhat limited.

Recommendations:
• Expand grow your own programs for healthcare professionals.
• Consider targeting scholarships on identified workforce needs, including healthcare, and tying scholarships to service to the community after education and training is complete.

Health Care

Observation: There are opportunities for further collaboration to improve Cedaredge, beyond “the usual suspects.”

Recommendations:
• Include healthcare providers in improvement efforts, even when the link isn’t clear to you immediately.
• Encourage collaboration among the library, healthcare providers, and others in the “Reach Out and Read” efforts of well child programs.
**Health Care**

**Observation:** Information regarding existing exercise programs is limited.

**Recommendation:** Find ways to communicate exercise options more widely, particularly to elders and part-time residents.

---

**Promotion**

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

---

**Promotions**

**Observation:** Cedaredge has not defined its place in the county or region.

**Recommendation:** Develop an image and brand to highlight what the community is, not what you have.
Promotions

Observation: Business must work together to make the community successful.

Recommendations:
- Create a shop local campaign.
- Increase and formalize collaborative business marketing.

Strategic Event Matrix

<table>
<thead>
<tr>
<th>Event</th>
<th>Community/ Image</th>
<th>Kids</th>
<th>Fundraising</th>
<th>Traffic Generating</th>
<th>Promotes Retail</th>
<th>Restaurants</th>
<th>Downtown</th>
</tr>
</thead>
<tbody>
<tr>
<td>Applefest</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Night on the Town</td>
<td>X</td>
<td></td>
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<td>X</td>
<td></td>
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<tr>
<td>Rodeo</td>
<td>X</td>
<td>X</td>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Serenity Run</td>
<td>X</td>
<td>X</td>
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</tr>
</tbody>
</table>

Promotions

- **Observation:** The community hosts extremely successful events; however, some events could benefit the community in more obvious ways.
- **Recommendation:** Create a strategy for events.
### Strategic Event Calendar

<table>
<thead>
<tr>
<th>Event</th>
<th>Jan</th>
<th>Feb</th>
<th>Mar</th>
<th>Apr</th>
<th>May</th>
<th>Jun</th>
<th>Jul</th>
<th>Aug</th>
<th>Sept</th>
<th>Oct</th>
<th>Nov</th>
<th>Dec</th>
</tr>
</thead>
<tbody>
<tr>
<td>Applefest X</td>
<td></td>
<td>X</td>
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<tr>
<td>Night on the Town</td>
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<td></td>
<td></td>
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<tr>
<td>Little Britches Rodeo</td>
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<tr>
<td>Serenity Run</td>
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<td>X</td>
<td>X</td>
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</tbody>
</table>

### Promotions

**Observation:** The city website is a good start to share the assets you have.

**Recommendations:**
- Businesses and organizations must do their part to share services, products, events, addresses, locations, and contact information.
- Create a directory of all businesses, services, activities, service organizations, and map to all of them.

### Design

Takes advantage of the visual opportunities in downtown by directing attention to physical elements:
- Public and private buildings
- Storefronts
- Signs
- Public spaces
- Landscaping
- Merchandising
- Art and sculpture
Design

**Observation:** Designating Cedar as a truck route will result in a safety conflict.

**Recommendations:**
- Consider NW Sage Avenue to the north or SW 11th Ave to the south as alternative truck routes.
- Ensure that there is a physical barrier between the street and the walkway that will adequately enhance child safety.
- Submit a grant application for Safe Route to School funds.

---

Design

**Observation:** A comprehensive stormwater drainage plan needs to be developed for the downtown area.

**Recommendation:** Complete a stormwater drainage report that will identify drainage parameters including volumes, water quality issues, and solution alternatives.

---

Design

**Observation:** Though the sales tax and bonding was approved, the town does not currently have the money to complete all Main Street projects.

**Recommendation:**
- Assess the greatest priority and phasing of the downtown design to determine low hanging fruit and necessary large-scale projects.
- When the streets are completed, consider undergrounding all of the wires.
Observation: Signs aren’t as effective as possible.

Recommendations:
Consider signage upgrade & strategy for entryways, wayfinding, and street signage. Consider highway speed.

Recommendation: Tap into artist community & highlight their work through sculpture and artistic signage.

Design
Observation: Teardrop planter & other small enhancements are under-utilized limiting visual interest to the downtown entrance.

Recommendations:
- Consider adding plantings to the teardrop planter creating added visual flavor entering downtown. Coordinate plans with CDOT.
- Install a 2:1 splash block for plant protection and driver safety.
- Small enhancements to storefronts, including window or hanging planters, will improve the overall aesthetic of downtown.
Historic Preservation

Observation: Many historic structures aren't living up to their full potential.

Recommendations:
- Consider adopting basic façade guidelines
- Consider small improvements: paint, addition of awnings, signage, window displays

Downtown Cedaredge

Downtown Cedaredge

Downtown Cedaredge
How can we fund it?

Funding Mechanisms

PROMOTIONS
Heritage Tourism Office/Colorado Tourism Office Grants
Community Development Block Grant or Rural Business Opportunity Grants

BUSINESS DEVELOPMENT
Governor’s Office of Economic Development and International
EPA Brownfields Program
Governors Energy Office (GEO) and USDA Rural Development (RD) Energy Programs
Small Business Administration and Economic Development Administration
Great Outdoors Colorado (GOCO)
Other Resources, e.g. Downtown Colorado, Inc., etc.
Colorado Brownfield Foundation (CBF)

Action Matrix

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