**CRP TEAM MEMBERS:**
Brad Segal, Progressive Urban Management Associates
Mark Leese, URS Corporation
Mike Tupa, DOLA-CSU Extension
Jason Dennison, LoDo District

**SUPPORT:**
Christy Culp, Colorado Department of Local Affairs (DOLA)
Lee Merkel, Colorado Department of Local Affairs (DOLA)
Katherine Correll, Colorado Community Revitalization Association (CCRA)
Thank you for welcoming the CRP Team to your community! The Department of Local Affairs (DOLA) and CCRA team up to provide one to three day downtown revitalization assistance visits to non-Main Street communities under 20,000 population on a variety of subjects.

The CRP team’s mission in Holly was to develop a road map to move from the current condition of the downtown, which is seen as deteriorated, to a more vital condition as envisioned by its citizens. This report provides tools, insight and direction to help meet the community’s downtown revitalization goals.

EXECUTIVE SUMMARY

The CRP team immersed itself in Holly during a two-day site visit on July 14 and 15, 2008. It reviewed background information on the Town, its challenges & opportunities.

The team facilitated three focus groups with more than 50 participants including representatives of community service organizations, business & property owners, and civic leaders (i.e. Board of Trustees & Board of Education). It conducted an extensive site orientation, a walk-about, and “man on the street” interviews. The team also had interaction with the CRP team in Lamar to share information on regional resources.

Visioning exercises with community representatives generated a vision for the future of downtown that sees Holly as a community that is:

- Thriving, active
- Growing
- Attractive, beautiful
- Successful
- Unique, one-of-a-kind
- Youthful
- A place people want to be, a destination

People were asked to list improvements or strategies that could be used to get downtown Holly from its present condition to the vision for Holly ten years in the future. The top three desired improvements were:

- Attract new businesses – restaurants, pharmacy, gifts, clothing, farm supplies (37 votes)
- Upgrade buildings and facades – instill greater pride of ownership (27)
- Build more housing, diverse types including apartments (26)

The other lower priority improvements were:

- Develop incentives to attract new businesses (8 votes)
- Upgrade school facilities (8)
- Improve signage, wayfinding, capture State Highway 50 (SH 50) traffic (8)
- Improve communications among all business owners (6)
- Local law enforcement (6)
- Produce more special events – seasonal community celebrations (4)
- Capitalize on economic opportunities from the new power plant (3)

The team grouped the improvements into the following seven categories:
Attract New Businesses & Grow Existing Businesses
● Renovate Downtown Buildings
● Develop New Housing
● Strengthen School Facilities
● Install Signage/Gateways
● Expand Special Events/Create Community Gathering Place
● Organize for Change

ACTION PLAN SUMMARY
This report summarizes the findings of our input session with the community and identifies a plan of action that recognizes specific tasks that need to be undertaken to move the community toward their desired improvements. Following is a list of action items and general timeframes. The Action /Responsibility Matrix on pages 12-14 also includes measurements of success and identifies the parties responsible for initiating each action item.

Next 3 months:
● Promote downtown during construction – monthly updates
● Install temporary downtown wayfinding signs for downtown on Hwy 50
● Consider adjustment in Commercial Club scope of activities
● Seek additional/new volunteers to downtown improvement program
● Plan for streetscape completion celebration

3-12 Months:
● Celebrate Streetscape completion!
● Identify and organize financial incentives for business and building improvements
● Connect to regional business support services
● Explore options by housing authorities to develop new housing
● Explore options by banks to pursue multi-bank lending
● Explore creating business curriculum and internship program at local high school
● Identify funding and initiate design on new downtown gateway

12 months and beyond:
● Conduct market analysis to determine retail leakage, commercial impact from power plant and identify new business opportunities
● Secure design assistance for downtown property owners
● Complete a housing needs assessment to anticipate impact from power plant
● Evaluate land swap with school district for site at NE corner of Main and SH 50
● Produce seasonal events on Main Street that bring community together
● Explore feasibility of activating Depot Park as a community event venue
● Commercial Club and/or Main Street Commission evolve into self-sustaining organization with membership and sponsorship support

OVERVIEW AND HISTORIC CONTEXT
What makes a great downtown? Over the last 50 years downtown Holly has been on the decline, however the rising cost of gasoline, the prospect of a new coal-powered power plant in the area, and the opportunities brought by the tornado recovery efforts have combined to create an opportunity for downtown Holly to be restored to the vitality it once enjoyed.
Downtowns are critically important to the good health of communities. They are centers of commerce and culture, and the heart of the community. A great downtown also reflects the town’s history and heritage, and expresses the civic and cultural life of the community. It should also express a fun attitude, be a fun place to be, and provide potential for unique and exciting experiences.

A mix of land uses is essential. A great downtown has residential in addition to civic and commercial uses. It has a gathering place for events, a place where all citizens can gather and share experiences like celebrations and memorials, in short, their lives.

It should allow and encourage activities that take place in the evenings and early in the morning. The design of the downtown should tell people how to behave and inform who they are and what kind of community they live in. A great downtown expresses the community’s desires, aspirations and values. Downtown Holly should express the community’s self reliance and the importance placed on family, friends, friendliness, a strong work ethic and community pride.

PARTNERS AND RESOURCES

Stakeholders involved in the CRP process and visit included businesses, non-profit organizations, residents, city and county government, the school district, elected officials, the historic preservation commission, arts organizations, the Chamber of Commerce and other groups. Resources considered for use in implementing the recommendations of the report (see attachments for full details) include: The Colorado Department of Local Affairs, Community Development Block Grants, Energy Impacts & Minerals Assistance Funds, Small Business Development Center, USDA Rural Development Grant & Loans, State Historical Fund Grants, the Southeast Business Retention, Expansion and Attraction Agency, the Great Outdoors Colorado Trust Fund, private foundations, and technical assistance from the Colorado State University Extension Office and the Department of Local Affairs. By participating in the CRP team visit, Holly community stakeholders are setting the stage for an ongoing and strengthened relationship with the Colorado Community Revitalization Association and the Department of Local Affairs. The purpose of the visit is also to strengthen coordination between and among local stakeholders and the agencies providing the resources and technical assistance noted above.

OBSERVATIONS

A general observation by the team is that what is needed is to activate the town, activate the street, and activate the people. At one time Downtown Holly was bustling with activity. What did downtown have when it was at the peak of health and vitality that it doesn’t have now? The answer, as obvious as it is elusive, is: activities. Lots of them. Stores, jobs, offices, taverns, banks, churches, good restaurants, housing, and services. In short, things to do. More specifically, economic things to do. Downtown Holly thrived when it was the pre-eminent place for people to either spend or make money.

Downtown Holly is now in decline. Many of the buildings are not being maintained because they do not have the willingness or the means to make aesthetic improvements. In many cases, the building’s owner is retired. But the main reason is that the activities that provided the cash flow required for maintenance have gone elsewhere.

The solution is to reactivate the downtown – bring back businesses and other activities that attract large numbers of people, not just once in a while but all the time. That in turn brings back workers, customers, sales, property values, and tax receipts. And after that happens, downtown will look better as a by-product.

The central question is who could make money downtown, and what will it take to convince them they
The answer to this question is to actively recruit or incubate retailers and other businesses and attractions, first from the local talent pool, and secondly, from the region outside Holly.

We recommend that downtown Holly become a “business incubator without walls”, that the whole town, in fact operate as a retail incubator. We think that if the town, the county, and the various regional and state agencies work together, this can be accomplished.

Downtown Holly also has a desire to have a venue for civic activities like festivals, parades, and the bluegrass festival, a place where people can come together and experience being part of a community. We think Main Street and the Depot Park are well suited for this and that it makes sense to make Main Street and the park the central gathering places for celebrations and other civic activities in Holly.

It was also clear that housing is a priority – housing of all types: single family housing of all price points, worker housing, motels, apartments, B&B’s, etc. The town can easily accommodate the additional housing units and they can only add to the vitality of the downtown.

We recommend that Holly focus its efforts on reactivating the downtown through economic and civic activities and housing development. We believe that the concepts of Holly as “incubator without walls”, and Main Street as principle venue for all civic activities, consistently and reliably, will contribute much to the re-activation of the town, the street, and the people.

ISSUE AREAS

After the three community input workshops a range of issues and opportunities were identified that the community felt were of prime importance. These issues fell into the following seven categories:

- Attract new businesses and retain existing businesses
- Renovate downtown buildings
- Develop new housing
- Strengthen school facilities
- Install signage/gateway
- Expand special events/create community gathering place
- Organize for change

RECOMMENDATIONS

ISSUE AREA #1 ATTRACT NEW BUSINESSES AND GROW EXISTING BUSINESSES

The streetscape project is a major step that will generate interest by businesses looking to locate here. Begin now to anticipate the completion of the construction and position the downtown to take advantage of a surge in interest in the downtown.
GOAL: 5 TO 10 NEW BUSINESSES ON MAIN STREET OVER NEXT 5 YEARS

- Form a Main Street Commission (we suggest 6-10 people) to facilitate, and promote contact with business support agencies, to act as a portal for downtown information, training, and entrepreneurial support. This could be the Commercial Club, but if they don’t want to take it on, the Board of Trustees could appoint a Commission to guide implementation.
- Position the whole town as an “incubator without walls”
- Develop a business skills curriculum in the High School and in association with the Lamar Community College, with internship with a local business as a requirement. Use local business leaders as mentors to the program.
- Look within the community first for new businesses to add to the downtown mix
  - Determines what is “leaking” out of Holly
  - Determines what is possible to “recapture” and what isn’t.
  - Demographics of shoppers
  - Business and residents desires and current shopping habits
  - Realistic businesses to attract to downtown
  - Identification of possible market niches for downtown
  - Understanding who your markets are guides types of promotions, marketing and branding of downtown.
- Over the long-term, create incentives for development and redevelopment in the downtown.
- Conduct a community survey to assess what the residents of Holly think are strengths and gaps in retail offerings
- CCRA has a member company that enables a community to match its resources with retailers. See Resource list at the end of this report.
- Determine the retail concentrations that the downtown market could support, with an eye toward creating a critical mass, identity and a reason to live here, while also keeping that small town feeling: urban amenities combined with the feel of a small town.
- Connect to existing business assistance programs within the Arkansas Valley
- To recruit from outside the town, complete a local market opportunity analysis

ISSUE AREA #2 RENOVATE DOWNTOWN BUILDINGS

- Obtain design assistance from CSU/DOLA
- Set up incentives such as tapping into a regional façade loan program – consider $5K per façade
- Explore a regional bank CDC to create a loan pool to support small local independent businesses
- Seek State Historical Fund support for older buildings
- If new codes are developed, retain flexibility for older buildings
- Look for opportunities to develop/redevelop sites at the south end of Main Street that could anchor that end. The new grocery store will join Heart of Country in anchoring the north end. Look for a new tenant for the old grocery store location.
- Get the Commercial Club to add another area of focus, business development, without losing its focus on entertainment/events. It also should take on the task of communicating downtown issues to the whole community.
- Establish grant fund ($100,000) to match efforts to renovate facades that follow minimal design guidelines (borrowed from the National Trust for Historic Preservation)
ISSUE AREA #3 DEVELOP NEW HOUSING
- Provide low-interest loans to assist merchants who want to purchase the buildings they now occupy
- Coordinate efforts by the Holly and Lamar housing authorities to build more affordable housing
- Conduct a formal housing needs assessment
- Explore reviving the Holly EDC to become a pro-active non-profit housing developer
- Explore multi-bank methods to provide financing for housing development
- Contact CHFA to see if they could contact their developer pool to find one interested in developing migrant housing in Holly.
- Revive the Holly Economic Development Corporation with the goal being to develop housing on all types in Holly
- Talk to the Southeast Colorado Economic Development Corporation
- Work with the Colorado East Bank and Trust about setting up a lending pool to encourage development of housing projects

ISSUE AREA #4 STRENGTHEN SCHOOL FACILITIES
- Great schools are viewed as a critical community asset and advantage – the community needs to continue to support investment in schools and facilities
- Keep up with the expected future expansion of the school population due to the proposed coal plant and transmission line construction, and long-term increases in area employment
- Everyone feels that the school district is doing a very good job and they simply want it to continue performing well. The School District has a history of working well with the Town as evidenced by the IGA’s regarding the joint use of the recreational facilities, etc. We recommend that the Town continue to work with the School District and suggest that the Town continue its policy of supporting the District’s reinvestment in its facilities.
- The property at the northeast corner of Main Street and SH50 is key in terms of how the downtown is presented to visitors on SH50. It is part of the gateway to the downtown. We feel it would be more appropriate if it were to be developed for either a civic or commercial use. Perhaps the School District and the Town could swap it for another parcel of land that the School District could put to good use.
- New and improved sports facility at the school complex that will serve local and regional athletic event needs.

ISSUE AREA #5 INSTALL SIGNAGE/GATEWAY
- Create a physical gateway statement at the south side of SH50 at Main Street.
- Construct a series of signs that provide wayfinding and orientation to the visitors along SH50 as they approach Main Street, and to direct visitors to the future Depot Park
- Use Gateway Park on SH50 as a “traveler information station” for the town, with restrooms, information about the town, events, shopping, and a few picnic tables to relax in the shade.
- At the highway rest area east of town, place signage, literature, and information about what to do in Holly. Use the Scenic Byway designation of the Santa Fe Trail Byway to promote Holly.

ISSUE AREA #6 EXPAND SPECIAL EVENTS/CREATE COMMUNITY GATHERING PLACE
After completion of the renovation of Gateway Park, the Town can turn its attention to other civic gathering places, and the development of a complete schedule for special events to celebrate the area’s history, culture and to draw visitors.
- Utilize the new Main Street as a venue to accommodate community-scale events
- Activate Depot Park
- Special events to bring the community together…
  - Existing: Bluegrass Festival, Holly Fair
  - Seasonal: Christmas, Fourth of July, Halloween, Harvest Festival, Movies on Main, etc.
  - School: Homecoming, Street Dances
  - Civic: Celebrate Completion of Streetscape
  - Quirky: Running of the Pheasants (??!!)
- Develop an event calendar for Holly
- Once you have developed the event calendar, look at ways of expanding existing events to include Main Street, i.e. parade routes up and down Main Street
Use events as ways to celebrate your heritage and unusual things associated with Holly such as broomcorn, and other agricultural produce such as onions, cantaloupe melons, tomatoes, beans, feed grains, dairy, cattle, hogs, etc.

Celebrate the fact that the area has been under a number of national flags

Cater to the bike community with trail events, festivals

Consider a number of special events, such as: street dances, ice skating in the Depot Park, square dances in the street, high school events on Main Street

Promote night-time activities on Main Street

**ISSUE AREA #7 ORGANIZE FOR CHANGE**

The need for a self-sustaining downtown champion…

Expand scope of Commercial Club from entertainment to also address business development

Be a portal of information and support for businesses, promote downtown improvements and activities.

Add 2 or 3 community events on Main Street – Town provide matching $$ and logistical support

Evolve into a self-sustaining organization – memberships, sponsorships, Main Street program

Board of Trustees-appointed Commission could be an alternative, if needed to get this action item in motion prior to the end of the next three months.

**RECOMMENDATIONS FOR THE NEXT 3 MONTHS**

There are several activities that could be undertaken during the next several months while the streetscape project is being constructed. The Town could take this time to prepare for activities that can be undertaken once the construction is complete and to mitigate the effects of the streetscape construction on existing businesses.

Promote downtown during construction – monthly updates

Install temporary downtown wayfinding signs for downtown on Hwy 50

Commercial Club consider adjustment in scope of activities

Seek additional/new volunteers to downtown improvement program

Plan for a streetscape completion celebration
RECOMMENDATIONS FOR THE NEXT 3 TO 12 MONTHS

- Host the Streetscape completion celebration!
- Identify and organize financial incentives for business and building improvements
- Connect to regional business support services
- Explore options by housing authorities to develop new housing
- Explore options by banks to pursue multi-bank lending
- Explore creating business curriculum and internship program at local high school
- Identify funding and initiate design on new downtown gateway

SOURCES OF FUNDS/TECHNICAL ASSISTANCE (FOR DETAILS SEE APPENDICES)

Funding for implementation of the short and long term recommendations could come from many of the organizations below, including:
- Department of Local Affairs (DOLA)
- State Historical Fund
- USDA Rural Development Grants/Loans
- Southeast Colorado Economic Development (SECED)/South Central Economic Development District (SCEDD)
- Small Business Development Center
- Southeast Business Retention, Expansion and Attraction
- CSU/DOLA Technical Assistance

APPENDICES

CRP Team Biographical Information
Action Matrix
Sign-in Sheets from Focus Groups
Detailed List of Resources
CRP TEAM BIOGRAPHICAL INFORMATION

BRAD SEGAL
Brad Segal is president of Progressive Urban Management Associates (P.U.M.A.), a Denver-based consulting firm providing management, marketing and economic development services to advance downtown and community development. The firm has served more than 200 clients in 31 states, the District of Columbia, Canada, Jamaica and the Bahamas. Prior to establishing P.U.M.A., Brad served as the senior director of the Downtown Denver Partnership where he managed its economic development and marketing programs. He has more than 25 years of downtown management and community development experience as both a practitioner and consultant.

MARK LEESE, URS CORPORATION
Mark’s redevelopment planning experience started with a plan for Old Original Aurora in 1979 and was followed by downtown plans for Golden and Frisco in 1980. In 1981, he developed a plan for the redevelopment of the Town of Rangely. While with the City and County of Denver Planning and Public Works offices, Mr. Leese worked on, and in most cases directed, all redevelopment projects in Lower Downtown and Cherry Creek North. He also provided the urban design component for the neighborhood plans for all of Denver’s “close-in” neighborhoods. He served as a task force member on the staff teams for the redevelopment of the Lowry Air Force Base and Stapleton International Airport. Since returning to the private sector, he has developed redevelopment plans for Parker, Monument and Fountain, and the Shattuck Superfund Site in Denver. He currently is working on the transit-oriented development plans for bus rapid transit and commuter rail station areas along US 36 from Denver to Boulder and Longmont, an urban design/neighborhood plan for the Euclid Neighborhood in Salt Lake City, and a redevelopment plan for site of the existing St. George Municipal Airport, slated to be moved to another location in 2009.

MIKE TUPA
Mike Tupa is coordinator for the NE corner of Colorado and brings 32 years of landscape design, planning and community development experience to the program. He brings experience in project management, citizen involvement, community visioning, and the design process. His office is at the Loveland DOLA office and he has a design studio on campus to accommodate student help.

JASON DENNISON
Jason Dennison is the Executive Director for the LoDo District, Inc. in downtown Denver. Dennison was formerly the Executive Director of Historic Olde Town Arvada (HOTA) where he assisted the City of Arvada to rebuild the traditional commercial district. Additionally, Dennison led organizational efforts for the Original Shopping Districts; a partnership between Historic Olde Town Arvada, Historic Downtown Littleton, Historic Downtown Golden, Old South Pearl Street and Old South Gaylord Street.
<table>
<thead>
<tr>
<th><strong>Action Item</strong></th>
<th><strong>Measurement of Success</strong></th>
<th><strong>Initiator</strong></th>
<th><strong>Partner</strong></th>
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<td><strong>1-3 Months</strong></td>
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<tr>
<td>1.1</td>
<td>Promote downtown during construction – monthly updates</td>
<td>Monthly mailers</td>
<td>Town</td>
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<tr>
<td>1.2</td>
<td>Install temporary downtown wayfinding signs for downtown on SH 50</td>
<td>Highway signs in place</td>
<td>Town</td>
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<td>1.3</td>
<td>Consider adjustment in Commercial Club scope of activities. Create &quot;Main Street Commission&quot; to facilitate, and promote contact with business support agencies, to act as a portal for downtown information, training, and entrepreneurial support.</td>
<td>Statement of Purpose and direction by Club, leaders assigned</td>
<td>Commercial Club/Main Street Commission (CC/MSC)</td>
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<td>1.4</td>
<td>Seek additional/new volunteers to downtown improvement program</td>
<td>Build list of potential individuals, make calls</td>
<td>Town and CC/MSC</td>
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<td>1.5</td>
<td>Plan for streetscape completion celebration</td>
<td>Set date(s) for event, get committee assigned</td>
<td>Town and CC/MSC</td>
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<td><strong>3-12 Months</strong></td>
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<tr>
<td>2.1</td>
<td>Celebrate Streetscape completion!</td>
<td>Host event</td>
<td>Town and CC/MSC</td>
</tr>
<tr>
<td>2.2</td>
<td>Identify and organize financial incentives for business and building improvements</td>
<td>List and make contacts</td>
<td>Town, CC/MSC, Small Business Development Center (for the SE region)</td>
</tr>
<tr>
<td>2.3</td>
<td>Connect to regional business support services</td>
<td>Contacts made, report submitted to Town at 12 months</td>
<td>CC/MSC</td>
</tr>
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<td>2.4</td>
<td>Explore options by housing authorities to develop new housing</td>
<td>2-3 meetings to discuss and document findings</td>
<td>Holly Housing Authority</td>
</tr>
<tr>
<td>2.5</td>
<td>Explore options by banks to pursue multi-bank lending</td>
<td>2-3 meetings to discuss and document findings</td>
<td>Town</td>
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<td>2.6</td>
<td>Explore creating business curriculum and internship program at local high school</td>
<td>Identify resources and contacts in the business community, set up lesson plan, etc.</td>
<td>Holly Schools</td>
</tr>
<tr>
<td>2.7</td>
<td>Identify funding and initiate design on new downtown gateway</td>
<td>Community meeting to discuss options, design initiated, budget identified</td>
<td>Town</td>
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<td>12 Months and Beyond</td>
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<tr>
<td>3.1</td>
<td>Position Holly as an “incubator without walls”, marketing business support services to residents and beyond</td>
<td>Identify individual or agency which can assist in this effort, meet and establish plan of action</td>
<td>Town and CC/MSC</td>
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<tr>
<td>3.2</td>
<td>Conduct market analysis to determine retail leakage, commercial impact from power plant and identify new business opportunities</td>
<td>Get estimates for effort, budget and conduct survey-studies.</td>
<td>Town and DOLA</td>
</tr>
<tr>
<td>3.3</td>
<td>Secure design assistance for downtown property owners</td>
<td>Coordinate 2-3 businesses for this effort, have designs completed and estimates ready</td>
<td>Town</td>
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<td>3.4</td>
<td>Complete a housing needs assessment to anticipate impact from power plant</td>
<td>Contact Power Plant study group for numbers and assistance. Identify locations in town where housing can be built. Identify potential builders who can step in before housing is needed.</td>
<td>Town, Housing Authorities,</td>
</tr>
<tr>
<td>3.5</td>
<td>Evaluate land swap with school district for site at NE corner of Main and SH 50</td>
<td>Coordination meetings, discussions and options explored and documented</td>
<td>Town and Schools</td>
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<tr>
<td>3.6</td>
<td>Produce seasonal events on Main Street that bring community together</td>
<td>Identify 3-4 additional town events and assign committee’s to undertake the effort.</td>
<td>Town and CC/MSC</td>
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<tr>
<td>3.7</td>
<td>Explore feasibility of activating Depot Park as a community event venue</td>
<td>Seek funding opportunities and design options for park.</td>
<td>Town</td>
</tr>
<tr>
<td>3.8</td>
<td>Commercial Club and/or Main Street Commission evolve into self-sustaining organization with membership and sponsorship support</td>
<td>Regular meetings, agenda, action plan and mission identified</td>
<td>CC/MSC</td>
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SH50 as they approach Main Street, and to direct visitors to the future Depot Park.

- Use Gateway Park on SH50 as a “traveler information station” for the town, with restrooms, information about the town, events, shopping, and a few picnic tables to relax in the shade.

- At the highway rest area east of town, place signage, literature, and information about what to do in Holly. Use the Scenic Byway designation of the Santa Fe Trail Byway to promote Holly.

- Issue Area #6 Expand Special Events/Create Community Gathering Place

After completion of the renovation of Gateway Park, the Town can turn its attention to other civic gathering places, and the development of a complete schedule for special events to celebrate the area’s history, culture and to draw visitors.

- Utilize the new Main Street as a venue to accommodate community-scale events
- Activate Depot Park
- Special events to bring the community together...

Existing: Bluegrass Festival, Holly Fair
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- Issue Area #7 Organize For Change

The need for a self-sustaining downtown champion...

- Expand scope of Commercial Club from entertainment to also address business development
- Be a portal of information and support for businesses, promote downtown improvements and activities.
- Add 2 or 3 community events on Main Street – Town provide matching $$ and logistical support
- Evolve into a self-sustaining organization – memberships, sponsorships, Main Street program
- Board of Trustees-appointed Commission could be an alternative, if needed to get this action item in motion prior to the end of the next three months.

Recommendations For the next 3 months

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Recommendations For the next 3 to 12 months

- Host the Streetscape completion celebration!
- Identify and organize financial incentives for business and building improvements
### Community Revitalization Partnership

**Community Groups 8 pm**

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<thead>
<tr>
<th>Name</th>
<th>Association</th>
<th>Phone/Address</th>
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<tr>
<td>J. Whitefish</td>
<td>Town of Holly</td>
<td>719-537-6610 ci</td>
</tr>
<tr>
<td>Anna Willhite</td>
<td>City Council 70H</td>
<td>719-537-6633</td>
</tr>
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<td>Katherine Brune</td>
<td>Trustee 70H</td>
<td>719-537-6622</td>
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<td>Sierra Melcher</td>
<td>Trustee 70H</td>
<td>537-6430</td>
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<td>Casey Ruston</td>
<td>Trustee 70H</td>
<td>637-6861</td>
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<td>Michelle Weimer</td>
<td>City Council 70H</td>
<td>537-6371</td>
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<td>Mary Reeder</td>
<td>City Council 70H</td>
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<td>Von Ruston</td>
<td>City Council 70H</td>
<td>537-6253</td>
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<td>Floyd Thompson</td>
<td>A Center Board</td>
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<td>Cheryl Willhite</td>
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**Sources of Funds / Technical Assistance (For Details See Appendices)**

Funding for implementation of the short and long term recommendations could come from many of the organizations below, including:

- Department of Local Affairs (DOLA)
- State Historical Fund
- USDA Rural Development Grants/Loans
- Southeast Colorado Economic Development (SECED)/South Central Economic Development District (SCEDD)
- Small Business Development Center
- Southeast Business Retention, Expansion and Attraction
- CSU/DOLA Technical Assistance

**Appendices**

- Action Matrix
- CRP Team Biographical Information
- Sign-in Sheets from Focus Groups
- Detailed List of Resources
- Architectural and Land Use Planning Analysis/Context
- Others tbd

**Community Revitalization Partnership Report**
Community Revitalization Partnership

Community Groups 7pm

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<tr>
<th>Name</th>
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<td>Shannon Rushton</td>
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<td>537-9034</td>
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<td>Jana Rushton</td>
<td>Anesthesia Consultants</td>
<td>537-9034 Box 583</td>
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<tr>
<td>Michelle Weimer</td>
<td>Framewares + City Council</td>
<td>537-6574 Box 49</td>
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<tr>
<td>Jeaine Allen</td>
<td>Heart of Country</td>
<td>537-0114 Box 217</td>
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<td>Brenda Hazer</td>
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