



Hayden, CO

COMMUNITY
REVITALIZATION
PARTNERSHIP

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Department of Local Affairs



Strengthening Colorado Communities



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

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CRP TEAM MEMBERS:

- Jesse Silverstein, Colorado Brownfields Foundation
- Clarke Becker, Colorado Rural Development Council
- Tom Flemming, Institute for Civic Achievement
- Christy Culp, DOLA
- Greg Winkler, DOLA
- Katherine Correll, Downtown Colorado, Inc.



Department of Local Affairs



Strengthening Colorado Communities

INTRODUCTION

Hayden is a unique gem of a town in a lovely setting on the Western Slope. The town lies between a resort town and a town full of big box stores. This unique position means that a majority of Hayden's residents work outside of the community and that there is a steady stream of traffic coming through town on a daily basis. Hayden has great opportunities to increase participation in the downtown by both local residents and pass-through traffic.

Hayden's request to participate in the Community Revitalization Process demonstrated a growing concern for the downtown area. Hayden has several vacancies in the downtown business area and a lack of a consistent and contiguous business district. It continues to be a challenging environment for business to thrive.

The community engagement in the process demonstrated the spirit of the town in a self-help process to begin making changes in the downtown.

EXECUTIVE SUMMARY

In February 2009, the Town of Hayden requested a Community Revitalization Partnership (CRP) team visit from Downtown Colorado, Inc. (DCI) for April 13-14, 2009. The purpose of a CRP visit is to bring a team of consultants specializing in downtown and community revitalization to provide tools, insights, and direction to help the host community with its downtown revitalization goals. In anticipation of this visit, the Town of Hayden compiled materials, planned focus groups, and provided extensive background information about the history and status of Hayden's downtown revitalization efforts and the issues facing the community.

Upon arrival in the community, team members were given a presentation of the history of downtown and then toured the town. Afterward, the team met with the city staff and elected officials and then held focus group sessions with community stakeholders and interested citizens. The purpose of the focus groups was to hear directly from citizens about the issues facing the downtown and the community as a whole; and to answer questions team members had about the perceptions, strengths, weaknesses, and opportunities that relate to the downtown.

On day two, team members gathered to discuss their observations and formulate recommendations. That evening team members presented their findings in the form of a Power Point presentation and question-and-answer session open to the community at-large. The report which follows provides an overview of the CRP visit, identifies partners and resources who can help the community, includes observations from the visit, identifies issue areas, and makes recommendations for actions the community can take to strengthen the downtown.



ISSUE OVERVIEW AND HISTORIC CONTEXT

"I didn't come to Hayden, for Hayden, but we are staying in Hayden, for Hayden..." Patrick.

Hayden's residents are living in Hayden for a reason. Hayden is situated between Craig and Steamboat Springs with large numbers of the population working in either neighboring community.

Hayden's downtown has several vacancies in the commercial core. Additionally, there is a lack of a consistent and contiguous business district, which includes Creek View Business Park on the western side of town to the Redstone Inn on the eastern side of town. Hayden continues to be a challenging environment for business to thrive. Advantage needs to be taken of Highway 40 traffic, by providing a variety of businesses that are consistent and sustainable. Development seems to be on the rise, and the downtown needs to be involved so as not to lose opportunities to prosper as well.

A brief history shows the work the town has put into the success or the downtown:

- 1990s: Revitalization plan developed for the downtown area; received limited interest
 - In 1998: Highway 40 was "lowered" to create a more appealing streetscape along with lighting and trees. This created a nicer downtown environment.
 - 2003: Reorganization of the Hayden Economic Development Commission
 - 2005: New Town Comprehensive Plan Adopted/New Comprehensive Development Code Adopted
 - 2007: Revitalization of the Hayden Chamber



The owners of each of the businesses have made many improvements to store fronts as new businesses have moved in and out; however, no consistency in businesses and limited longevity tenancy continue to plague this area. Several attempts at

getting the Chamber back together failed until recently. A solid group appears to be moving marketing forward. Also a new tenant in one of the buildings is a cooperative of vendors that has really sparked interest in sustainability of local entrepreneurs. Before this "fire" goes out or loses momentum, the town took a comprehensive look at the downtown and began planning their forward progress, beginning with the completion of the CRP visit.

PARTNERS AND RESOURCES

Stakeholders involved in the CRP process include city staff/officials; EDC, chamber, county, fairgrounds, airport representatives; community/civic groups (seniors, schools, churches, parks, library, Lions/Rotary, residents, etc.); and other businesses and agricultural groups. By participating in the CRP team visit, Hayden community stakeholders are setting the stage for an ongoing and strengthened relationship with Downtown Colorado, Inc. (including possibly the Colorado Main Street Program) and the Department of Local Affairs. The purpose of the visit is also to strengthen coordination between and amongst local stakeholders and agencies providing the resources and technical assistance noted above.

GENERAL OBSERVATIONS

- ◆ There is so much history!
- ◆ The post office used to be downtown, which seems to have significantly changed the sense of community and connectedness. The post office used to be a magnet!
- ◆ There seems to be a significant need for a hotel and other viable businesses.
- ◆ There is no longer is a drug store/pharmacy.
- ◆ Hayden needs activities for the youth.
- ◆ Historic architecture; although much of it is not



designated, it is historic just the same.

- ◆ Hayden needs to develop efforts to work on curb appeal and beautification.
- ◆ The “cloud” is lifting. The image is improving.
- ◆ There is now a growing and much more vibrant chamber of commerce.
- ◆ There are a lot of locally owned, independent businesses.
- ◆ Town park/pocket park is a great asset.
- ◆ Very good map of community and services, available at real estate office, bank, marketplace, liquor store, chamber of commerce, and town hall.
- ◆ Hayden is a nice walk, but not a long walk.
- ◆ Shopping is limited.
- ◆ Many residents are not aware of the products and services that are already available in Hayden.
- ◆ Hayden in many ways is a bedroom community.
- ◆ Improved communications within the community are needed.
- ◆ More community events are needed downtown!
- ◆ Small businesses are unable to get involved at times due to staffing issues.
- ◆ There are not enough businesses and too many are just surviving not thriving.
- ◆ There are beautiful historic buildings but they are not very welcoming.
- ◆ Hayden needs to attract and support the right type of businesses that can actually make money.
- ◆ Hayden needs to develop more effective signage.



RECOMMENDATIONS

The Main Street Four Point Approach™ was created by the National Trust for Historic Preservation. Through the National Main Street Center (NMSC) the Trust has refined the techniques necessary for successful downtown revitalization, and they have willingly transferred many of these learned lessons to others. Downtown Colorado, Inc. (DCI), with support from the Colorado Historical Society, directs the state Main Street Program. In partnership with the Department of Local Affairs, Downtown Colorado, Inc. uses the Main Street Four Point Approach™ to assess Community Revitalization Partnership communities' issues by looking at organization, promotion, design and economic restructuring to address downtown concerns.

ORGANIZATION

Organization is the vehicle by which people come together to identify areas of common interest and decide strategies for moving forward.

OBSERVATION: THERE IS A NEED FOR ADDITIONAL FUNDING SOURCES SPECIFIC TO DOWNTOWN DEVELOPMENT. THE LACK OF SPECIFIC FOCUS ON MAINTAINING THE DOWNTOWN CORE HAS RESULTED IN DISSOLUTION OF KEY SERVICES, ATTRACTIONS, AND BUSINESS TO A BROADER AREA. THIS DILUTES THE DOWNTOWN CORE.

RECOMMENDATION:

• **Develop and Research the various funding mechanisms for downtown improvement, including home rule charter and improvement districts.** It will be important to identify funds that can be used for downtown marketing, improvements, and event coordination. Without these tasks the downtown could become more diluted and may not have the support needed to grow.

OBSERVATION: THERE IS CURRENTLY NO ORGANIZATIONAL OR STAFF FOCUS ON THE CORE OF DOWNTOWN. A DOWNTOWN SHOULD FUNCTION ESSENTIALLY LIKE A MALL OR ANY OTHER COMMERCIAL DISTRICT. THERE SHOULD BE COORDINATION OF APPEARANCE, GENERAL DOWNTOWN EVENTS, SUPPORT SERVICES, BUSINESS HOURS, ETC.

RECOMMENDATIONS:

- **Town leads charge to partner with chamber, EDC, and Garden Club (at least) to hire one staff person-** The town is the actor most likely to offer significant support to hiring a downtown coordinator. This might be only partially paid by the town, part by the chamber, or some other combination. But it is imperative that Hayden's downtown have someone dedicated to making it vibrant.
- **Over the long term, aim to create Main Street organization with 501 c (3) status-** While the top short-term priority is to have someone dedicated to downtown, it would be beneficial to have a half- or full-time downtown coordinator to help with organizing people, creating a plan for downtown, and continuing to focus efforts on improving downtown. This is probably most feasible in the form of a 501 c (3) organization that can gain access to grants and program funding to maintain the Main Street Program.

OBSERVATION: GROUPS IN TOWN SEEM FOCUSED ONLY ON SINGLE ISSUES; THERE ISN'T AN ENTITY THAT LOOKS AT THE BIG PICTURE OF DOWNTOWN.

RECOMMENDATIONS:

- **Town should take charge and help groups organize to create a downtown strategic plan-** This task should be a process that allows for greater community participation to work toward a common goal.
- **Established organizations in town should be tapped as Main Street Committees-** In difficult economic times the need for collaboration and partnership is enhanced because of the need to utilize scarce resources. It is important for Hayden to look at organizations like the Garden Club, perhaps working with the Historic Society, to take on the role of the Design Committee. At the same time, the Hayden Chamber is well placed to serve as a Promotions Committee.

OBSERVATION: THERE IS A PERCEIVED LACK OF MANPOWER TO IMPLEMENT IDEAS AND A LOW TURNOUT AT COMMUNITY EVENTS. WITHOUT COMMUNITY SUPPORT, HAYDEN'S DOWNTOWN IS NOT ONLY WITHOUT MANPOWER, BUT IS ALSO WITHOUT COMMUNITY BUT-IN.

RECOMMENDATION:

Tap into community groups that are active and will contribute to downtown objectives- Start by increasing communication and partnership with schools and parent-teacher associations. Utilize school networks to engage parents in downtown planning and community activities.

PROMOTION

Promotion involves defining an image for the downtown, and marketing that image to people within and beyond the community.

OBSERVATION: THERE APPEARS TO BE A NEED FOR STRATEGIC EVENTS PLANNING WITH A UNIFYING THEME OR CAUSE. UNCOORDINATED EVENTS PLANNING CAN LEAD TO VOLUNTEERS FEELING OVERBURDENED AND UNABLE TO CONTRIBUTE TO VERY WORTH-WHILE EVENTS. AS A RESULT, EVENTS MAY COME ACROSS AS LOOSELY PLANNED AND THE IMPACTS OF THOSE EVENTS MIGHT NOT BE MEETING THEIR FULL POTENTIAL.



RECOMMENDATIONS:

- **Create strategic event objectives, plan, and matrix.**
 - Use the matrix in the appendices to bring together the community and discuss the town's objectives for events, and how to improve the quality of current events.
 - Develop some authentic promotional events and incentives. Work as a community to review your history, present, and where you hope your future will be.
- **Identify an engaging theme or cause for signature event, such as park development-** When developing new events, focus on what has worked previously, for example the team heard repeatedly that when presented with a unifying cause, people come together. Make downtown your cause!

OBSERVATION: THERE'S A NEED FOR BROAD MARKETING OF ALL BUSINESSES IN THE COMMUNITY. THERE APPEARS TO BE A LACK OF CONNECTION BETWEEN BUSINESSES. IF HAYDEN CAN PRESENT ALL OF ITS ASSETS IN A UNIFIED FASHION, THE TOWN WILL BETTER ATTRACT PEOPLE FROM HAYDEN AND SURROUNDING COMMUNITIES.

RECOMMENDATION:

Identify collaborative marketing options for the entire community to incorporate all businesses- Selling downtown Hayden will help all businesses to come together and grow as a business community. Find a common theme that all businesses and townspeople can buy into and PROMOTE!

OBSERVATION: IT IS NOT CLEAR TO RESIDENTS OR VISITORS WHAT PRODUCTS, SERVICES, OR AMENITIES ARE AVAILABLE IN HAYDEN. WITH SO MANY CITIZENS WORKING OUTSIDE OF THE COMMUNITY, IT IS IMPORTANT TO MAKE IT EASY FOR PEOPLE TO KNOW WHAT IS IN HAYDEN AND WHERE TO FIND IT.

RECOMMENDATIONS:

- **Teach people what you can do in Hayden.**
 - Hayden clearly has a lot to offer people whether they are driving through or living there. Hold a meeting with your most active people and brainstorm a list of what you can do in Hayden. Then make a plan to promote it to everyone.
 - Include list of products and services available in Hayden in the chamber newsletter.

ECONOMIC RESTRUCTURING

Economic restructuring is the acknowledgment that the market for downtown has changed and we need to understand the forces of change and what that means for future development.

OBSERVATION: RIVER ACCESS WILL BOOST HAYDEN'S ECONOMIC WELL-BEING.

RECOMMENDATION:

Encourage the town to continue its negotiations for river access- The Yampa River is one of Hayden's principal assets and offers abundant opportunities to attract visitors who enjoy its recreational amenities. Locals and visitors who access the river from Hayden, rather than elsewhere, are more likely to patronize Hayden businesses while in the area.

Public access from Hayden to the river is not presently available. Town officials are in negotiations with relevant property owners to convert privately owned land between the town and the river into publically owned land. These negotiations should be encouraged and supported by the community.



OBSERVATION: HAYDEN IS UNDERSERVED BY LOCAL LODGING ACCOMMODATIONS AND WOULD ALSO BENEFIT FROM HAVING A PHARMACY.

RECOMMENDATION:

Recruit additional hotel or motel beds and a pharmacy- Hayden is the home of many events and activities that attract visitors to the area from locations near and far. With very limited lodging accommodations, area visitors have no choice but to stay in nearby communities. Visitors are far more likely to patronize businesses in the area where they stay overnight. The consequence to Hayden is that virtually all of the potential economic impact of tourism in the area is lost to neighboring communities.

An increased supply of local accommodations will expand the community's economic base exponentially by generating not only an increase in direct accommodations revenue, but also an indirect "multiplier" effect by generating increased sales for local businesses.

OBSERVATION: THE SALES POTENTIAL OF LOCAL BUSINESSES IS LIMITED TO LOCAL AREA CITIZENS, COMMUTERS, AND VISITORS.

RECOMMENDATIONS:

- **Expand opportunities for broadband technology to support web-based marketing and sales-** Not all businesses can increase their sales using Internet marketing, but many can. Increasingly in rural communities nationwide, businesses are establishing a presence on the internet and through social media to market their retail products and services well outside of the local “trade area.” The so-called high-speed Internet access offered by cable and DSL are only marginally suitable to effective Internet marketing and sales, so Hayden should explore alternatives that provide access speeds and capacities that support a vibrant level of e-trade for local businesses.



- **Encourage and recruit location-neutral businesses for upper floor and home-based businesses-** A second benefit that commercial-grade, high-speed Internet access provides is the ability to market its e-commerce capabilities to location-neutral business. These businesses are typically service-oriented and include such businesses as design and technology professionals. They would not be suitable to fill sidewalk level storefront locations in the central core of Hayden’s downtown, but are especially good candidates to occupy upper level and “off-Main” locations. Many can be home-based businesses with a need to expand.

OBSERVATION: OPPORTUNITIES MAY EXIST FOR BUSINESSES THAT COMPLEMENT THE COAL MINING INDUSTRY; HOWEVER, THE ECONOMIC IMPACT OF THE MINING INDUSTRY HAS A LIMITED LIFESPAN.

RECOMMENDATIONS:

- **Conduct an analysis of mining-related industries that are likely to succeed in Hayden-** The coal mining industry is a fixture in the Yampa Valley and will remain as such for some years to come. It generates positive economic impact to the region by its mere presence and Hayden is undoubtedly realizing some of that benefit. The presence of mineral and energy extraction industries often gives rise to businesses and industries that provide support services and are otherwise complementary to the extraction industries. Researching the types of complementary and support businesses that have evolved elsewhere can generate a listing of those that might be missing in the local area and, thus, suggest potential recruitment candidates.



- **Encourage a long-term strategy that creates a diversity of businesses independent of the mining industry-** Eventually, of course, the supply of coal available for mining will be exhausted and the mines will close. This outcome will not likely occur for many years into the future; nonetheless, Hayden’s economic underpinnings will be well served by developing a diversity of local businesses that will continue to thrive independently of the extraction industries.

- **Invite mining companies to partner with the community to nurture diversified and sustainable local economy-** The mines themselves can serve as a partner in developing a diversified economy that contributes positively to the quality-of-life environment in which the mining companies are located. Hayden should reach out to the mines by developing proposals for monetary and in-kind participation in the community's economic growth that benefit not only Hayden, but also the mining companies.

OBSERVATION: HAYDEN IS RICH WITH A BROAD PORTFOLIO OF ONGOING ACTIVITIES: BIRDING, NATURE RESERVES, FISHING, HUNTING, MOTOCROSS, THE RACEWAY, RODEO, GOLD CROWN YOUTH SPORTS, ETC.

RECOMMENDATION:

Capture people attending and participating in these activities and events- This recommendation is alluded to in connection with the recruitment of additional Hayden lodging accommodations. Beyond lodging, however, is the more immediate opportunity to promote and market downtown Hayden to visitors who come to the area for events and attractions that already exist. One example is to determine who owns, organizes or sponsors attractions and events, and then approach these entities with cross-marketing proposals. The objective is to capture an increasing percentage of visitor spending in Hayden that is presently being captured by neighboring communities.

OBSERVATION: THE TOWN LACKS BOTH AN OBJECTIVE UNDERSTANDING OF MARKET POTENTIAL AND A CLEAR ECONOMIC DEVELOPMENT STRATEGY. ALL OF THE ECONOMIC RECOMMENDATIONS CONTAINED IN THIS SECTION OF THE REPORT ARE PRETTY STRAIGHT FORWARD. THE SUBSTANCE OF THIS SECTION IS NOT REALLY SO MUCH THE "WHAT TO DO" AS IT IS THE "HOW TO DO IT." WHICH IS TO CONDUCT, AND USE THE FINDINGS OF A MARKET STUDY.

RECOMMENDATION:

Conduct a market analysis- Simply stated, a market study measures the sales potential for a particular business given the economics of its "trade area" (i.e., the geographic area from which the business can reasonably expect to attract the majority of its customers). In a similar way, a market study can reflect the sales and revenue potential for a variety of businesses that are located in a downtown.

Components of the market study for a downtown include the definition of the downtown's trade area; a compilation of demographic, psychographic (often referred to as "lifestyle characteristics") and survey data related to residents of, and visitors to, the trade area; and data related to competitors in the trade area. Analysis of the data will provide findings that reflect "gaps" in the downtown market—businesses that could succeed in, but are missing from, the downtown—and the "leakage" of sales dollars that should be spent in the downtown but are being spent elsewhere for any number of reasons that will become apparent through the market study's findings.

The fundamental importance and value of a market study cannot be overstated. Existing businesses in downtown Hayden cannot possibly reach, or even approach, their maximum revenue potential absent an objective, analytical understanding of their potential customers and existing competitors. Any attempt to attract new businesses and investment into the downtown is, by and large, an empty exercise without an ability to demonstrate to the investor or business owner a reasonably achievable return on investment.

Conducting a market study need not be an extravagant and daunting undertaking. While it is true that the study's findings are only as good as the trade area defined, the data collected, and the analysis applied, the manner in which these components are undertaken can range from do-it-yourself to hiring a highly paid consultant to do it for you, or any number of options in between.

Notwithstanding our emphasis on the importance and value of conducting the market study, no economic impact will be realized by the community without using the market study. Our experience with, and knowledge of, other communities suggests that a market study's findings are most likely to be used in business retention, strengthening, and recruitment programs if members of the community are personally invested in its preparation. Regardless of the manner selected for conducting a market study, we suggest that the community be involved in the process to at least some degree.

DESIGN

Design represents the physical image as well as the manner in which downtown functions, both publicly and privately.

OBSERVATION: THERE IS NOT A UNIFIED AND CLEAR DEFINITION OF GEOGRAPHIC BOUNDRIES FOR DOWNTOWN.

RECOMMENDATIONS:

- **Define Downtown using historical and cultural anchors-** Focus on Walnut (Hwy 40-Washington) and Spruce to Pearl/Poplar St, and Washington to Lincoln as the edges. Use the following to guide decisions on where to allocate resources.
 - Historical/Cultural Anchors: Heritage Museum, Historic Hayden Granary, Congregational Church. These buildings are Hayden's traditional-built assets and should be maintained and highlighted in the community. Develop a plan for signage and collaborative marketing. Investigate grants and loans to support upkeep.
 - Land use quickly transitions from commercial to residential as Jefferson continues west past Poplar. This creates an existing and obvious edge of downtown at Poplar.
 - Poplar accesses residential neighborhoods and fairgrounds. This represents a high-traffic area that should be a point of focus when planning events for downtown or building on events at the fairgrounds. People are a huge part of a lively downtown; draw people through this corridor.
 - Walnut provides National Forest access to the north and residential neighborhoods to the south..
 - Historic Walnut Street District is a public gathering place waiting to happen. This cute little area is the heart of Hayden. But it needs some façade renovation, planning to attract retail businesses, and added public space.
- **Better identify the downtown centers using signs, bump-outs, and crosswalks.**
 - Develop a plan for the downtown area that makes people aware that they are downtown. Do this through increased signage, such as blinking signs on crosswalks, denoting historic buildings, parks, or public services.
 - Before CDOT comes to work on the highway, visit them with a plan for including bump-outs at the main downtown intersections with painted cross-walks to make it clear that this area is pedestrian-friendly.



OBSERVATION: THE TOWN IS NOT BUILDING ON TRADITIONAL CHARACTERISTICS AND STRENGTHS IN DEVELOPING GUIDELINES FOR THE FUTURE.

RECOMMENDATIONS:

- **Focus on historical components to guide design standards toward downtown objectives-** Utilize the history of the town to build for the future. Hayden has historic buildings, a living history of mining and ranching, and a lot of residents with stories to tell. Bring all of this together to create the design guidelines for the community. This may be done as a project with school kids gathering old photos, researching historic Hayden, and presenting their ideas of what it looks like. From this, the planning office can develop design guidelines that people can agree to.
- **Incorporate specific design standards into master plan to create a consistent look and architectural theme throughout the downtown-** It is important to have more consistency to ensure that people feel they are in Historic Hayden when they arrive. Please consider the following when developing design guidelines:

- Design guidelines should have maps at the front so people can tell if they're in the design review area or not.
- Develop a flow chart for design review so that it's apparent how this works and what the submission requirements are. This is particularly important for the smaller users of the system.
- Specify that building height is measured from the highest elevation on site.
- Specify a height for first-floor transparency (suggested at 10 feet) of commercial space and increase the percentage to 80 percent. This should be for all streets in downtown with commercial zoning.
- It's suggested that you specify a minimum amount that is to be zero lot line and a maximum amount of frontage that can be recessed.
- Specify how to handle changes in grade so that commercial storefronts don't "die" as you move higher up the grade. This would mean that storefronts are stepped as you move up the grade. This allows the pedestrian to walk along paths with continuing interest and not blank walls.
- Consider a minimum height at front lot line of two stories (economics will almost certainly dictate this now) and what determines front lot lines for building with frontage on two or more streets. Corner buildings should have a minimum amount of their building at zero lot setback to make sure that the corners are retained and enhanced. (One of the keys to getting people to cross the street is to have buildings with activity and attractive retail offerings to help lure pedestrians to the other side of the street.)



OBSERVATION: THERE ARE NO SIGNS GUIDING THE WAY TO POINTS OF INTEREST, E.G., THE LIBRARY, THE DOWNTOWN PARK/PICNIC AREA, THE FAIRGROUNDS, OR THE HISTORIC DOWNTOWN.

The commercial core(s) does not feel connected physically or thematically. There is a need for connectivity, as well as pedestrian and bike routes. Once in downtown, without signage and window displays, it is hard to tell which businesses are businesses. It is also not clear which businesses are open. The signage is very limited and one doesn't really get a feel for what is available. If we hadn't heard from locals where the good stores were, we probably wouldn't have known where to shop.

Way-finding allows Hayden to guide, direct, and encourage people to seek services and points of interest. This happens due to the context of the route and signs along the way. Context is defined by natural elements such as landscaping treatments, trees in particular, and how man-made elements, such as buildings and business signs, are handled.

Signs tend to fall into three different categories:

- Gateway
- Entrance
- Pedestrian Level

RECOMMENDATIONS:

- **Develop trail connection through and beyond town-** Build on the natural setting of Hayden to develop a system of trails that all connect to downtown. Look to utilize a street on either side of the highway for safety and to establish a walking, biking, and more accessible passage for alternative transportation to and through downtown.
- **Utilize directional signage-** Drive into or through Hayden and pretend that you are a first-time visitor. Way-finding is an important concept for downtown Hayden if you are to capitalize on the fairgrounds or traffic going to Steamboat Springs or Craig.

Way-finding should, at a minimum, provide directional signage and perhaps some gateway or entrance demarcation for the edges of downtown. The primary gateways into town should be improved with inviting, colorful and welcoming gateway signage evocative of the community and its sense of civic pride. Assemble multi-jurisdiction team to oversee this process. The team should be composed of representatives of these organizations and others as needed.

- Chamber
- Leaders of major destinations
- Township representation

Design elements at both entrances of downtown should make a bolder statement that a traveler has entered into a different and enhanced environment. Colorado Center for Community Development can aid in some design concepts for these potential gateways. These elements can be worked into regional transportation planning to locate such elements as sidewalks, trails, lights, banners, etc. Hayden may reduce these costs by utilizing the services of CCD students, followed by a professional landscape architect to develop recommendations for way-finding and signage for the community.

- **Improve window displays and eye-level signage for pedestrians-** Retail stores and restaurants should work to develop signage that is appropriate for the building and overall appearance of downtown Hayden. Signs should focus on both pedestrian and motor traffic.

- A guide for signage should also be developed based on common architectural styles, desired audience, and a proposed color chart to assist business owners and public buildings in accentuating the existing architectural assets in downtown Hayden.
- The chamber or the town should host one-on-one consultation sessions on visual merchandising and window displays to help merchants improve the appearance of their storefront windows and merchandise display. These trainings help business owners to understand what will bring customers into the store and how to entice them to look around. In addition, a workshop open to businesses community-wide could be conducted about basic customer-service practices and protocols.

OBSERVATION: THERE ARE “MISSING TEETH” IN THE STOREFRONT STRUCTURE OF THE COMMERCIAL CORE. HOLES BETWEEN STOREFRONTS ALLOW VISITORS TO LOSE INTEREST AND TURN BACK RATHER THAN TRAVELING THE WHOLE LENGTH OF THE COMMERCIAL AREA. VEHICULAR TRAFFIC CURRENTLY MOVES QUICKLY THROUGH TOWN WITH LITTLE TIME TO SEE DOWNTOWN AS AN ACTIVITY CENTER.

RECOMMENDATIONS:

- **Fill vacant sites and make storefronts more interesting-** Filling vacant sites and making storefronts more interesting will encourage passers-by to notice Hayden as a place of interest and activity. Bump-outs at Walnut and Jefferson will cause traffic to slow, enhancing this effect.
- **Enhance the pedestrian experience-** Filling vacant storefronts will keep pedestrians downtown and make a more appealing experience to wander. Vacant sites can be used for park settings to further enhance the attractiveness of the streetscape and to create an inviting place to spend some time. A park area near the historic well could create a comfortable anchor for the end of the Walnut Street district. Start small; encourage façade improvements and offer simple infill development incentives.
- **Design and develop a pocket park on Walnut Street in the area near the creek and the Quest facility-** There are ways to dress up the space and make it a calm and inviting amenity to Walnut Street.

APPENDICES

- 1. ACTION MATRIX**
- 2. STAKEHOLDER ANALYSIS**
- 3. VOLUNTEER FORMS**
- 4. POTENTIAL PROJECT PARTNERS**
- 5. SUCCESSION PLANNING**
- 6. STRATEGIC EVENT MATRIX**
- 7. BLANK WORKSHEET**
- 8. EXECUTIVE DIRECTOR PERFORMANCE REVIEW**
- 9. CRP TEAM AGENDA**
- 10. SOURCES OF FUNDS/TECHNICAL ASSISTANCE**



Appendix 1: Action/Responsibility Matrix

Branding Organization & Management

	Action Item	Measurement of Success	Initiator	Potential Partners
1-3 M	Assess feasibility of various funding mechanisms for all entities working downtown (Chamber, Town, EDC, Gardening Club, Businesses, etc)	Completed stakeholder analysis Completed funding mechanism review matrix	Town	Chamber, Town, EDC, Gardening Club, Businesses, etc
1-3 M	Invite outside facilitator to work with organizations, residents, and community groups to develop downtown objectives. Consider asking Tracy Barnett (Steamboat Springs Main Street) or Noreen Moore.	Work plan with tasks and timeline for implementation of objectives.	Town	Chamber, Town, EDC, Gardening Club, Businesses, etc
1-3 M	Begin discussions with school administrators, teachers, and library administration to develop collaborative plan for events and programming.	Increased parental involvement in downtown events.	Chamber	Town, School (SIT), P&R, Fairgrounds, Tot. Kids, and Library.
3-6 M	Complete strategic events calendar	Completed strategic events calendar List of potential new events	Downtown Coordinator	Chamber/Casino
3-6 M	Hold educational meetings to inform the community about the Home Rule Charter	Sign in sheets from meetings about the process and impacts of a Home Rule Charter	Town	Chamber, EDC, etc.
3-6 M	Attend Downtown Institute sessions to gain a better understanding of the Main Street Approach to manage your downtown.	Apply to DOLA for Scholarships and register for upcoming events.	Town	Chamber, EDC, etc.
6+ M	Tap into schools, seniors, historic societies and groups, and library volunteers to identify and coordinate volunteers available.	Advertisements Create volunteer database	Downtown Coordinator	Town, Library, Schools, and Chamber



Action/Responsibility Matrix

Branding Organization & Management Cont.

6+ M	Develop a intern/volunteer job description for a part-time position to focus on downtown objectives.	Advertisement at Colorado Mountain College, local papers, Chamber news, website, Routt County Historic Group news, etc.	Downtown Coordinator	Chamber, Town, EDC, etc.
6+ M	Work with community groups to formalize downtown organization in Main Street Program or Downtown Association. It is suggested that the Garden Club works on design, Chamber works on promotion, EDC works on Economic Restructuring, and a Board works on Organization.	Organizational by-laws Organizational 501 c (3) status	Chamber	Town, EDC, etc.



Action/Responsibility Matrix

Economic Restructuring

	Action Item	Measurement of Success	Initiator	Potential Partners/ Contact
1-3 M	Promote new Economic Incentive Policy	Actual Utilization/Applications	Town	EDC/Chamber
6 + M	Formation of a Business Improvement District or Downtown Development Authority	Contract with consultant organization to assess potential	Town	Grimshaw & Harring, or Progressive Urban Management Associates (PUMA)
1-3 M	Develop a town identity or theme with Town Trustees	Town resolution	Town	Town and Chamber/EDC
3-6 M	Contact SBDC or CCCD to find out about funding or training for local business/property owners for façade drawings and appropriate signage	Training scheduled/sign in sheets	Downtown Coordinator	SBDC
3-6 M	Investigate grants from: Colorado Tourism Office, Heritage Tourism Office, DOLA (Energy Impact, CDBG & Gaming), Region 9 Façade improvements, Rural Business Opportunity Grants, State Historical Fund, etc.	Database of potential grants and funding sources	Downtown Coordinator/ Town	EDC/Chamber
6+ M	Advance planning for capital improvements downtown, including land use	Expanded Capital Improvement Plan	Town	CCCD, DOLA
6+ M	Create grant proposals to sources where applicable	Increased grant revenue	Downtown Coordinator/ Town	Chamber
6+ M	Review current codes, regulations, and ordinances to encourage appropriate and desired development	Updated codes, regulations, and ordinances	Town	Planning Commission/EDC



Action/Responsibility Matrix

Design

	Action Item	Measurement of Success	Initiator	Potential Partners/ Contact
1-3 M	Upgrade the signage when entering town	New or improved signs giving feel of arriving downtown	Town	Chamber
1-3 M	Identify achievable downtown enhancements – Benches/ Flowerpots/Banners	Improved look for downtown	Garden Club	Town
1-3 M	Engage CCCD in determining uses for empty store fronts, empty lots wayfinding signs, and bump-outs.	Drawings and plans for store fronts, pocket park, signs and streetscape.	Chamber	CCCD, residents, businesses, school, heritage center, fairgrounds, etc.
1-3 M	Research possibilities of façade improvement grants for downtown and other interested businesses	Grant program application and marketing materials.	Town	Region 11, businesses, Chamber
3-6 M	Engage preservation groups to assist in identifying the key historic components of Hayden's downtown contributing structures.	Documentation of Hayden's historic components.	Hayden Heritage Museum or other groups	State Historical Fund, Town
6 + M	Hold community meeting to determine boundaries for downtown core (keep it small to focus resources). Use recently completed Historic Assessment as basis for meeting	Meeting announcement and sign in sheet. Downtown Core area defined.	Town/ BID/DDA/ Chamber	Residents, School, library, churches, and businesses.
6 + M	Engage the public in meetings to review CCCD design ideas.	Public meetings, final design documents	Town	Residents, School, CCCD, library, churches, and businesses.



Action/Responsibility Matrix

Design cont.

6 + M	Continue with CDOT Enhancement for sidewalk and trail connectivity	Completed sidewalks	Town	CDOT
6 + M	Engage CCCD in creation of a conceptual plan for gateway/entryway, directional signage, and a gathering place near park.	Contract with Richard Sales Student presentation and drawings	Town	Judith Berquist, CCCD
6+M	Review current design review process in comparison to report on Hayden's historic components.	Appropriate design guidelines for historic district	Planning commission	Historic Routt County, Town, downtown businesses, Hayden Heritage Museum
6+ M	Post signs for historic downtown along Hwy 40.	CDOT approves posting of wayfinding signs. Signs are posted	Town	CDOT
3-6 M	Engage CDOT in adding a pedestrian cross-walk and yield sign in the Hwy 40 median at Walnut.	Sign posted Pedestrian cross-walks	Town	CDOT



Action/Responsibility Matrix

Promotions

	Action Item	Measurement of Success	Initiator	Potential Partners/ Contact
1-3 M	Develop a place for Farmer's Market downtown	Farmers market generates activity and routine downtown	Chamber	Town, School, churches, and businesses.
1-3 M	Develop and expand promotions, materials, and website. Plan for e-distribution (check Constant Contact).	Enlarged user base, track growth. E-mail list created. Weekly Chamber update on public access channel.	Chamber	Town, EDC, School, library, churches, and businesses.
1-3 M	Develop a brand through a "What is Downtown Hayden to You?" school drawing/naming competition. Post entries in store windows so people can view and vote.	Competition announcement (flyers distributed through schools).	Chamber	Town, School, library, churches, and businesses.
6+ M	Determine Hayden's brand and image.	Hayden brand infiltrates local, regional, and state distribution channels.	Chamber	CTO, Schools, Town, Routt County, NW Cultural Heritage, etc.
3-6 M	Develop school class project to create list of products and services available in Hayden to use in a greater shop local campaign.	List of products and services available included in the EDC website, post in businesses.	Chamber/ EDC	Chamber, School (FBLA), EDC



Action/Responsibility Matrix

Promotions Cont.

3-6 M	Identify cross-promotional activities that businesses and services (include library) along Jefferson can participate in.	Press releases and advertisements of promotions.	Chamber	Town, School, library, churches, and businesses.
6 + M	Engage CCCD in developing options for pocket park on Walnut.	Contract with CCCD. Proposal for park with potential cost.	Town	CCCD, residents, School, library, churches, and businesses.
6+ M	Use Hayden Products info to create rack cards and other marketing materials.	Rack cards and promotional materials available at airport, local restaurants, and businesses.	Chamber	Airport, businesses, town, library, schools, etc.
6+ M	Utilize CCCD proposal to engage community in fundraising campaign to build pocket park on Walnut.	Community meeting announcements. Fundraising component added to Hayden Daze.	Chamber/ town	Schools, CCCD, library, businesses, etc.
6+ M	Offer the Town's support for convention, sporting, or tribal related activities.	Letters from the Mayor/Board of Trustees and Chamber	Downtown Coordinator	Town and Chamber



Appendix 2: Stake Holder Analysis - SAMPLE

Stakeholder for Project	Stake or Interest	Supportive of Project		Relative Importance	Potential Contribution or Withholding	Approach/Responsible
		Yes	No			
Businesses	More customers downtown	X		2	Volunteer Hours Potential Part-time employment	Indiv. Info packets/ Ambassador
Community Donors	Sense of fulfillment/gratification Tax deduction Means discarding unneeded household objects	X		4	Supplies or other Resources	Public meeting/committee chair
USCC	Contributing to their mission	X		5	Moral & Financial Support Information	Private meeting/Executive Director & Committee Chair
Donation Coordinator	Streamlining donations process Office stress-level reduction	X		5	Contact point for external donations Works in tandem with volunteer coordinator Office to caseworker liaison	Private meeting/Executive Director & Committee Chair
Catholic Social Service	Goodwill between the two offices Coordination of resources between the two offices	X		3	Oversight of the project leadership Coordination of resources between the two offices	Private meeting/Executive Director & Committee Chair
Volunteers (high school)	Fulfilling their community service requirement Sense of moral fulfillment camaraderie and fun	X		4	Time and Physical Labor Fund raising	Public service announcement/Executive Director Private meeting with internship manager/committee chair



Appendix 5: Succession Planning Matrix

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



Appendix 6: Sample Strategic Event Planning Matrix

Objective -> event	Community Ambiance	Fund Raising	Traffic Generating	Promotes Retail	Restaurant	Down- town	Demo Reached 3 and beyond
Bike Rally		X	X	X			
Car Cruise	X		X				1
Pot Luck Picnic	X						1
Taste of Christmas	X						1
Farmers' Market		X	X			X	1, 3
Tri-Cultural Progressive Movie/ Concert nights	X		X	X	X	X	1, 2, 3
	X	X	X	X	X	X	1, 2, 3

Primary Demographic Groups

1. Local (Ignacio and Tribal)
2. Casino Guests
3. Regional



Appendix 8: Suggested Executive Director 2009 Performance Review

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 and by the National Trust's National Main Street Center, assisting with the preparation of reports to funding agencies, and supervising employees or consultants.
- Develop, in conjunction with the Main Street 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 Main Street 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 Main Street 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 Main Street 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 Main Street 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



Suggested Executive Director 2009 Performance Review

- 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 state Main Street program and the National Main Street Center. 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.



Suggested Executive Director 2009 Performance Review

Suggested Evaluation Procedure:

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

Name:

Title:

I. Performance in major areas of responsibility

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

II. Comments about Staff Performance

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

IV. Identify any areas of performance which need improvement:

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

Employee	Date	President	Date
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Suggested Executive Director 2009 Performance Review

Name:

Title:

- I.** ONGOING RESPONSIBILITIES: *summarize the basic and ongoing functions of the job that recur annually, as stated in the current job description:*
- II.** 2009 SPECIAL ACTIVITIES: *List 4 - 6 specific or measurable outcomes, results, and products to be achieved based on priority areas of work for staff:*
- III.** 2009 EMPLOYEE DEVELOPMENT OBJECTIVES: *List 1-2 skill building activities:*

IV. SIGNATURES:

Employee

Date

President

Date



Appendix 9: Hayden Community Revi- talization Partnership Visit Agenda

The Future of Hayden's Downtown?

The Town of Hayden Economic Development Commission, along with the Hayden Chamber of Commerce, invites you to help us look at the future of our Downtown

When? Monday, April 13th and Tuesday, April 14th
(See full schedule attached)

Where? New Hayden Community Center
– Adjacent to the Haven (300 South Shelton Lane)

Why? The Town has received a grant that has allowed us to invite assistance from around the state to aid us with development of a future for Hayden's Downtown/Commercial Area. The team will be here both Monday and Tuesday and will be meeting with focus groups during those two days to get input on what we want Hayden's Downtown to look and feel like, as well as what tools and programs we could develop to encourage a more healthy and vibrant commercial community.

Who's attending? You and your fellow businesses, citizens, churches, schools, library, Chamber, EDC, Town Board and Planning Commission are invited to attend. We would like you to attend your specific area of interest at the time detailed on the other side; however, if you are unable to attend at that specific time, please consider attending another focus group time so we can get your input. We really need your feedback, as without it we will not truly have a direction to pursue after these two days of focusing on the Downtown.

What will happen? Everyone attending will assist in developing a plan of action and recommendations to move forward as a community. If you are unable to attend any focus groups, please plan on attending at least the Community Conversation on Tuesday night where the results of the input you and your neighbors provide will be discussed at a Potluck Dinner. (Please bring a side dish to pass.)

Bottom Line - What do I need to do?

- **Attend a Focus Group Meeting on Monday, April 13th**
- **Attend a Community Conversation/Potluck**
On Tuesday, April 14th Starts @ 5 pm

(Potluck Dinner, meat and desert will be provided, bring a side dish.)
All meetings will be held at the Community Center adjacent to The Haven



Hayden Community Revitalization Partnership Visit Agenda

Date/ Time	Agenda	Attendees	Location
Monday April 13th			
10:00 AM	Orientation/Tour	Organizing Committee/ Team	Town Hall
12:00 PM	Lunch	City Staff /Town Board	Community Center
1:00 PM	Focus Group Meeting 1 (45 Min)	City Staff/Town Board	Community Center
2:00 PM	Focus Group Meeting 2 (45 Min)	EDC, Chamber, County, Fairgrounds, Airport	Community Center
3:00 PM	Break		
4:00 PM	Focus Group Meeting 3 (45 Min)	Community/Civic Groups (senior citizens, schools, churches, parks, library, Lions/ Rotary, residents, etc.)	Community Center
5:30 PM	Focus Group Meeting 4 (45 Min)	Businesses, agricultural groups, any others unable to attend earlier groups	Community Center
7:00 PM	Team Debrief		
8:00 PM	Draft Recommendations		
Tuesday April 14th			
8:00 AM	Working Breakfast - Recap Issues and Recommendations		
9:00 AM	Team Brainstorms, Recommendations, Follow-up Interviews		
10:00 AM	Team Members develop Presentation/PowerPoint & Final Report		
12:00 PM	Working Lunch Delivered	Organizing Committee/ Team	Community Center
2:15 PM	Team Members compile PowerPoint presentations sent to Team Leader		
3:45 PM	Meet with client to review	Organizing Committee/ Team	Community Center
5:00 PM	Reception/Presentation/ Discussion	Everyone (Potluck Dinner)	Community Center



Appendix 10: Sources of Funds/ Technical Assistance

RESOURCES

(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)

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, etc.); Gunnison (arts center, retail mix, Main Street as highway, etc.), Montrose (special events, bookstores, restaurants, 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.)

