Building better communities by providing assistance to downtowns, commercial districts, and town centers in Colorado.

**Arvada Main Street**

*Resource Team Report April 5-7 2010*
Main Street Approach and Principles
The Main Street Four Point Approach™ was created by the National Trust for Historic Preservation. Through their National Main Street Center (NMSC) they have refined the techniques necessary for successful downtown revitalization, and they have willingly transferred many of the lessons learned to others. Downtown Colorado, Inc. (DCI), with support from the Colorado Historical Society, directs the state Main Street Program.

The Main Street Four Point Approach™ uses organization, promotion, design and economic restructuring to address downtown concerns. Organization is the vehicle by which people come together to identify areas of common interest and decide strategies for moving forward. Promotion involves defining an image for the downtown and marketing that to people within and beyond the community. Design represents the physical image as well as the manner in which downtown functions, both publicly and privately. 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.

Several principles have emerged as equally critical to Main Street’s success. Main Street is:

• Comprehensive--it does not focus on only one issue but instead looks to the interrelationship of many issues;
• Partnership driven--no one individual or group can or should have to solve all of downtown’s problems; rather it is through partnerships, especially among public/private/non-profit sectors, that success occurs;
• Quality--downtown must put forward quality in every way, whether it is through customer service or through the quality of public improvements, to be competitive;
• Action-oriented--while planning is critical, success depends on making things happen to garner interest and support;
• Built on local assets--the best strategy for economic growth is to build on local assets, not to depend on external solutions or investments;
• Incremental/long-term--revitalization is best achieved through individual improvements, and their collective impact over time can be quite significant.
• Self-help--Main Street is truly a local program, and its success is directly proportional to the commitment and leadership applied locally;
• Management directed--the one significant distinction between Main Street and other good-faith efforts to revitalize downtowns is the requirement of full-time downtown management.

Despite all of the interest and energy of volunteers, their accomplishments are limited by other commitments. A manager cannot only keep the momentum going between meetings but can also bring professional skills and knowledge to the tasks.

Introduction
Main Street Resource Team
Sponsored by the Colorado Department of Local Affairs working in partnership with Downtown Colorado, Inc. and the City of Arvada

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Executive Summary

Olde Town Arvada is a burgeoning hot spot in the metro area. The historic district provides a pleasant pedestrian-oriented environment, a broad range of restaurants, live music venues, services, and residential areas within walking distance.

The investments from both the city and the urban renewal authority are fabulous and very evident when looking at the historic district; the facades, sidewalks, streetscaping, and public gathering places are well planned and executed. These investments are also evident in the attitudes of many business and property owners, who seem to believe that all of these improvements are the norm, rather than the exception. The cohesive planning and participation that is evident in these investments is striking when compared to districts that have not had such support or investment, however the lack of engagement by property owners and businesses who have benefitted from these investments is troubling.

The commuter rail that is coming to Olde Town will bring increased exposure, people, and profits; however, the commuter rail will also bring increased trash, wear and tear on sidewalks, parking issues, and potential vandalism and other crime. The challenges this district will face are not fully understood by the stakeholders, and the noticeable lack of clear understanding and participation may cause issues in the not-so-distant future.

Moving forward without urban renewal funding, the Olde Town Arvada community will need to rally together to determine how best to support the increased services required of this Main Street program. Downtown stakeholders will need to increase active participation in the revitalization process if they are to capitalize on and thrive in the coming environment.

Historic Olde Town Arvada (HOTA) is poised to take the lead in guiding the Olde Town businesses, property owners, and residences through the preparation and planning needed to adapt and flourish in the very near future. The organization must focus on clarifying its role and further defining the organizational activities in each of the Main Street four points: organization, promotion, economic restructuring, and design.

HOTA has started the process of organizational development. HOTA recently launched a new outreach campaign, Voices & Visions for Downtown Arvada, to increase input from stakeholders. HOTA has also drafted a strategic plan that identifies challenges and opportunities to create and sustain a vibrant and thriving historic downtown district.

The Downtown Colorado, Inc. (DCI) Colorado Main Street Resource Team report and action plan is geared toward assisting the community to further delineate the tasks identified by stakeholders, to further establish HOTA as the district leader with a strong organizational foundation, and to provide a road map to lead this community through the challenges that are coming.

Acknowledgements

DCI is very grateful to many people and organizations in Arvada that helped with the visit.

Jason Dennison, HOTA executive director, did most of the advance preparation and gathered previous reports, collateral materials, organized each meeting and invited participants. We are very grateful. During the visit, Jason was helpful, accommodated our every need, and was very informative. Kim Grant, Arvada Grants Administrator, is responsible for securing and coordinating additional funding to support city initiatives as part of a comprehensive grants program for a municipality of 107,000 residents. Grant’s expertise in project development, prospect research, proposal writing and grant implementation and reporting responsibilities have supported efforts of the Resource Team extensively. DCI would also like to thank Craig Kocian, Arvada City Manager; Tim Steinhaus, AURA director, and finally Maureen Phair. The time, meeting space, and resources provided by HOTA, its board and committees were extremely helpful and we appreciate those who were able to volunteer their time. DCI is also thankful for the support of the City staff in helping coordinate the Resource Team Visit. We are also grateful to the Colorado Department of Local Affairs and the State Historical Fund whose support made this Resource Team Visit possible.
Purpose of the Visit

The purpose of the Resource Team Visit was to take a look at the downtown community and HOTA’s program and offer suggestions and recommendations. While the organization as a whole, and each of its committees, is off to a good start, this report offers suggestions for prioritization of projects, and some ideas for new projects and/or approaches.

This report is not a directive. As outsiders, it is not appropriate that we offer directives. Rather we offer suggestions based on comments from the community for how you might proceed related to the Main Street Four Point Approach. Our primary role during the visit is to observe and listen. We take in information about your downtown, about your organization, and about the primary issues that you face. We try to get the “big picture” and resist focusing on just a few issues.

While we consider your current work plan, we tried also to consider the full range of possibilities and potential challenges to your work. This report attempts to “call it like we see it.” We are reflecting our observations back to you honestly and providing you with objective information to help you make good decisions going forward.

The Resource Team Visit is just one part of the relationship between the Arvada Main Street program and DCI. It is hoped that the community will use the report as a catalyst for ongoing dialogue and discussion about what’s best for Olde Town Arvada and how to achieve it. The citizens and officials of Olde Town should study these recommendations, debate them, refine them, and, by all means, use them to shape a downtown revitalization program. Only through action can the process for downtown revitalization be successful.

Format and Use of This Report

This report is organized along the Four Points. Each of the sections was drafted by a particular member of the resource team. As such, the sections are organized a little differently according to the nature of the issues addressed and the style of the writer. These sections were edited and the entire draft report was circulated among team members for final review and comment.

Background Information

Lewis Ralston’s discovery of gold in 1850 was the first documented gold strike in Colorado. However, it was not widely reported and the later strike mentioned in 1859 is what really touched off the Gold Rush in Colorado. The rich history of this community was centered around Ralston and Clear Creeks, and in the 1860s, the innovative residents were farming the area using water provided by ditches. Originally dubbed the “Celery Capital of the World,” the agricultural roots in Arvada run deep.

The Colorado Central railroad had reached Colorado by 1870, and with the influx of people, a post office was needed. The name for the burgeoning town was selected by Benjamin Wadsworth’s wife Mary who chose the name to honor her sister Eliza’s husband, Hiram Arvada Haskin. This is documented in one of the early histories of Arvada by the Arvada Historical Society. The town was platted by Wadsworth and Louis Reno, with a population of 100 people. In 1904 the town was incorporated and is home to over 100,000 residents.

History of Revitalization Efforts in Olde Town Arvada

The Arvada Urban Renewal Authority (AURA) is responsible for revitalizing urban areas designated throughout the community by creating successful, high-quality projects that will help produce a vibrant cohesive city and enhance the quality of life for the citizens of Arvada.

AURA is an independent body under the State of Colorado law and is governed by a seven-member volunteer board appointed by the mayor and approved by the city council. The board works under a common vision dictated by the legally approved urban renewal plan. Under state law, AURA is charged with assisting the city in eliminating and preventing the occurrence of blight. To carry out this mandate, AURA works in collaboration with elected officials, city administrators, private developers, financing sources, as well as the community.  

Arvada’s first project area was established in July of 1981 and expired 25 years later in 2006 to great acclaim. Arvada’s City Center District

1 Arvada Urban Renewal Authority website http://arvadaurbanrenewal.org/about-arvada-urban-renewal-authority-aura/
is only the second district to sunset in Colorado and is widely regarded as one of the most successful examples of urban renewal in the state. AURA increased the tax revenue in the district by over $13.7 million a year; this translates into significantly increased services for the citizens of Arvada.

AURA was charged with redeveloping the 443-acre area located in the southeast quadrant of Arvada, abutting Interstates 70 and 76 and bisected by Wadsworth Boulevard. It was this area of the city that served as the impetus for Arvada citizens to take action and vote for the creation of an urban renewal authority.

Over the past two and a half decades the district has seen a remarkable transformation from an underutilized area with poor infrastructure, high crime rate, blighted neighborhoods and a dying Olde Town into a vibrant commercial and retail center. Not only has the inclusion of large retailers such as Costco and Home Depot created shopping options never before available in the city, but AURA used its powers to invest in the preservation, protection and enhancement of Historic Olde Town Arvada, a regionally unique downtown community, as well as to develop the Water Tower Residential Village.

The revitalization of Olde Town was a priority for AURA. This historic jewel had been neglected for decades and was in need of serious repair to bring it back as the vibrant heart of Arvada it once was, preserving its original character. AURA invested millions of dollars into this historic district, with enhancements including:
- Facade Grants
- Grandview Plaza / Reno Place
- Jehn Center
- Monument Sign
- Olde Town Square
- Streetscapes

Along with AURA, the City of Arvada helped found the downtown organization (HOTA), managed the historic surveys that led to listing of the Downtown Arvada Historic District on the National Register of Historic Places in 1998, wrote the application for acceptance into the Main Street Program, and facilitated numerous grants to support projects in the area.

**Historic Olde Town Arvada Main Street Program**

Incorporated in June 2001, the HOTA is a nonprofit 501c (6) organization that serves area residents, businesses, and visitors. HOTA promotes Olde Town as a vibrant shopping district, creates a memorable experience for all, and preserves Arvada's history for future generations. Olde Town is listed on the National Register of Historic Places.

In 2002, HOTA received the prestigious National and Colorado Main Street designation and launched Olde Town as a Main Street Community. Olde Town’s designation as a Colorado Main Street community requires HOTA to implement a comprehensive approach to downtown revitalization focusing on all four points of the Main Street Approach: organization, promotion, design and economic restructuring.

Olde Town Arvada is an exceptional case study of the benefits of urban renewal. The investments by the City of Arvada and AURA have made a huge impact in rescuing this neighborhood from visual deterioration and decline. The AURA investments have focused mainly on design and the area looks exceptionally good.
OBSERVATIONS

The following observations were made by community members during focus groups and should reflect the community’s image of Olde Town.

- The Colorado Main Street name is good tool for marketing;
- HOTA is eligible to receive valuable training;
- Expertise and specialty services are available for businesses, downtown managers, and the community;
- Olde Town has to be reviewed and problems addressed with starting now. Olde Town should have a plan for the near and far futures;
- Olde Town is centrally located to shopping, major metropolitan areas, and many tourist draws;
- Olde Town is key to Arvada’s identity;
- The city doesn’t require any off-street parking as a requirement for building, but this will need to be addressed in the near future.

BUSINESSES

- Businesses do not seem to be clear about what it means to be a Main Street;
- Service businesses don’t notice the benefits of all of the redevelopment as much as retail;
- Arvada is a safe place for families
- Arvada is a centrally located business district with affordable commercial space
- Olde Town is a cute community with a lot of potential;
- Olde Town is a nice place to be; Great neighborhood;
- Olde Town provides a short commute, historic downtown, and historic buildings with good features;
- Parking has improved with the library lot;
- HOTA support is a blessing - the foot traffic, discounted advertising and marketing;
- The wider population has started coming to Olde Town in the past couple years;
- Streetscape and signage has helped a lot in getting recognition;
- Businesses would like better support from the city - more relaxed sidewalk sign codes and regulations, sensitivity on the design review for new construction, and consideration of how to help rather than fight the businesses and property owners;
- Events are more beneficial to Grandview than Olde Wadsworth;
- Perception that the city feels Olde Town got enough support from the urban renewal authority;
- Property owners feel that historic districts should be treated differently than strip malls, because they are different - consider how to work more with codes appropriate to historic structures, fund decorations, festivals, etc.;
- The City should continue to support HOTA as a cultural center to the whole city;
- Businesses don’t feel that events draw customers into Olde Town stores; vendors are from all over (not only downtown merchants); The retail events are appreciated by businesses and include Ladies Only Sample Tour, Lagnappe, Chocolate Affairs;
- Landlords are planning for commuter rail and increasing rents unrealistically;
- Represent businesses to city council about the signage, communication about services available, etc.
- Useful events would be arts walk, car show, etc. not just beer drinking from Harvest Festival;
The first section will look at organization, which includes developing collaboration, volunteer recruitment and management, fund-raising for the organization, and developing operational strategies. Organization involves getting everyone working toward the same goal and assembling the appropriate human and financial resources to implement a downtown revitalization program. The three principle components of organization are:

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

A governing board and standing committees make up the fundamental organizational structure of the volunteer-driven program. Volunteers are best coordinated and supported by a paid, full-time or part-time program director as well. This structure not only divides the workload and clearly delineates responsibilities, but also builds consensus and cooperation among the various stakeholders.

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

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

Given these realities, we cannot overemphasize the importance of placing organizational development among the highest priorities of early or mature revitalization activities. Most, if not all, of the recommendations in this report are made within the framework of this understanding.

**Observation:**
Board members do not seem aware of the Main Street concept, the role of the organization in Arvada, board roles and succession plans within the organization, or how best to be heard on the board.

**Recommendations:**
- Create formalized processes and instruction for HOTA/Downtown Arvada Partnership (DAP) board management. This report will include a series of articles for board development in the appendices.
- Board Orientation: Create a board member orientation to foster a better understanding of what HOTA is and the role and responsibility of a board member. Provide simple instructions for adding items to the agenda, talking points for attracting members/sponsors, a calendar of all events and promotional activities, a list of opportunities to volunteer, and a list of important administrative dates (board meetings, Main Street training, etc.).
- Develop job descriptions and contracts for each board member. Create more detailed job descriptions for officers. Require all board members to sign contracts as a condition of serving on the board.
- Track board member contributions including: board meeting attendance, identifying new members or sponsors, volunteering for HOTA events, attending educational/training events. At the end of each year, hold a board member appreciation event and identify the most active board members.
- Executive Committee: Create more detailed and stringent requirements for executive committee participation e.g. one year minimum as a board member, a willingness to attend regular board meetings, executive committee meetings, and at least two educational/training events per year. Conduct mandatory training (on-site training) at one meeting per year. Attendance at a certain number of meetings, events, etc.
- Succession Planning: Consider having board members for three year terms and executive committee members for two years for consistency. Use a logical progression, so that the Vice President becomes President, and President becomes Past President. This will allow greater consistency in leadership.
- Main Street Designation: Utilize the Main Street Four Point Approach and four committees.
Current committees can continue to work within this structure but be open about the need to address all four topics in planning and implementation.

- **Board Training:** Hold a general training for the board and interested members to understand how the Main Street program works. Downtown Colorado, Inc. will conduct this training for the board free of charge and can provide sample documents for shaping an effective board.

- **Board Agenda:** Create certain fixed agenda items that are addressed at every meeting and include the Main Street Four Points. By including reports on these items, you will better reinforce the comprehensive approach to development in Olde Town. The Four Point committees should each be chaired by a HOTA board member. The committee chairs should report on committee progress in writing for the HOTA board to review prior to board meetings.

**Observation:**

There is a lack of understanding about HOTA's purpose, services, and funding.

**Recommendations:**

- Clarify what HOTA/DAP does for the community: Clarify the role of HOTA as more than just an events organizer. This organization should serve as a representative for the businesses to the government, outside community, etc. AND vice-versa. HOTA has the potential to be a much stronger and more effective organization, but not if no one understands your role.

- Build awareness of the Main Street Program Four Point Approach: The Main Street program is a nationally accredited program that has demonstrated results in communities all over the United States. The lack of awareness of this program, what it is, or why we care is a failure to capitalize on a major asset. It is a real achievement and honor to be a part of Main Street, something to crow about. Start with the HOTA board, then membership, then greater community - but get the word out that HOTA is a Main Street and that is another reason it is so special.

- Make the revenue and expenses of HOTA/DAP public: The community doesn't seem to understand that all of the work of HOTA and the improvements in Olde Town have been heavily subsidized by the local government and URA since HOTA began. This fosters a sense of entitlement that will present an obstacle in building community support for future planning and financing of future increases in services. Make the levels of support that this community and HOTA are receiving public. At the same time, present a comparison of a similar community that has become a commuter rail stop and the level of service required pre and post commuter rail. This may assist the business and property owners in understanding the gift they have had thus far, and the need to step up to maintain the beautiful Olde Town they have come to expect.

**Observation:**

There is a lack of consistent communication from the city to HOTA to members, businesses, and property owners.

**Recommendations:**

- Continue developing and disseminating information about the online process for accepting comments and feedback: It is a great staff initiative to develop this process but it is ineffective if members and the community are unaware. It is also going to be more effective if people who utilize this tool understand the next steps, i.e. what happens to the information after I send it and when will I hear back. Also, use this online communications processes mentioned above to foster a greater role as the representative to the city i.e. develop a process for businesses to register issues/comments/compliments for the city.

- Regular reports from/to the business and the city: Continue the strong
relationship with the city by formalizing communication processes. Include a short report in writing and in person at regular intervals. Continue planning for monthly merchant meetings (early morning or evening) to share the results of board meetings, City Council reporting, event planning, etc. Keep these meetings short and informative, but provide written updates of initiatives in each of the Four Points and any community specific topics. Also, post the written report on the website, in public places, and send by email to all members and sponsors to increase your interaction with them;

- HOTAmmeetings: Ensure that the community and membership feel welcome at the HOTAm meetings. Try to stick to the schedule on the agenda and include all of the Four Points to ensure that you are not getting sidetracked into one or two contentious issues.

**MEMBERSHIP**

**Observation:**
Membership materials don’t fully convey who HOTA is as an organization, the benefits that the organization provides, or the opportunities for greater participation in planning and governance for the district.

**Recommendations:**
- Create a membership packet (for new members and upon renewal) - Include materials to familiarize members with HOTA and the Olde Town community such as a member directory, brochures, sponsorship information, list of events, HOTA mission, objectives, funding, how to become a board member, instructions for adding an item to the board agenda/website/bringing an issue up with the city, commenting on events/activities, etc.
- Create online membership area on website where members can include achievements, new products or events, general news, ideas for collaboration, etc.

**Observation:**
The organization might better address the needs of members with increased communications.

**Recommendations:**
- Complete the process of conducting a member survey (on current strategic plan).
- Create a member communications plan (on current strategic plan) be sure to include a process for two-way communications
- Develop a quarterly member update (letter) to post on website, in public places, and to email to members. Create a summary of talking points from EACH presentation to city council, address issues that members have raised, and mention progress on each of the Four Points.
- Hold an annual membership meeting (review all items in membership packet) and discuss the vision, mission, accomplishments, and objectives for the upcoming year.

**Observation:**
Members are not clear of the role of HOTA in the community.

**Recommendation:**
- Clarify and expand the services available to members so they understand that HOTA is a business and community support organization, not just for planning events.
- Create list of sample documents for member use include a press release template, event evaluation and suggestion form, letter of interest in joining the HOTA board, strategic promotion planning form, etc.
- Training and orientation available upon request or necessity: Include a list of potential services available. Feel free to use the DCI Menu of Technical Assistance from the appendices as these services could be completed free of charge.

**COMMUNICATIONS**
The community and HOTA Board took great initiative in creating a strategic plan. First and foremost we recommend continuing to implement the strategic plan: Better communication with all stakeholder groups; property owners, business owners, residents, and community. The below recommendations and the action plan should provide a road map to achieving the goals that the community has prioritized.

**Observation:**
We recognize there are a limited number of volunteers to help support HOTA’s program goals and objectives.

**Recommendation:**
- Volunteers are the backbone of a strong Main Street Program. Managers come and go, but a volunteer board and its committees can and should continue to function. Therefore,
managing the time and talent of volunteers is a crucial element of any downtown revitalization program. For that reason, we encourage HOTA to expand their volunteer database and develop a comprehensive volunteer management program.

- Track volunteer involvement either through creation of a database, a simple spreadsheet, or an online tracking system. It is important to review what skills volunteers have, what they have worked on in the past, and to thank them for their efforts.

**Observation:**
HOTA needs to broaden their community partnerships and seek additional sponsorships in order to help support program goals and objectives.

**Recommendations:**
- Conduct a Stakeholder Analysis in order to clearly identify current and potential stakeholders as well as identify their needs and contributions.
- Engage HOTA board members to be directly involved in soliciting and developing partnerships and sponsorships.
- The HOTA Sponsorship Guide is a valuable tool that should be proliferated throughout the region in order to increase the number of and value of sponsorships.
- Develop a recognition and retention program to ensure ongoing relationships with partners and sponsors.

**Observation:**
The new website is an important marketing and communications tool.

**Recommendations:**
- Hone website based on statistics and feedback to ensure full utilization of this as a marketing and communications tool.
- Expand reciprocal site relationships in order to increase traffic and broaden reach.

**Observation:**
HOTA needs to develop a clear communications and public relations strategy in order to advance the mission of the organization as well as that of their service area.

**Recommendations:**
- The plan should reinforce HOTA’s recent rebranding initiative.
- The plan should specify regular updates of communication tools such as newsletters, press releases, website and social media. This is an important opportunity to reinforce HOTA’s identity and influence how consumers and stakeholders view service area.
- HOTA must clearly communicate to their stakeholders to ensure future support and funding. The current Merchant Newsletter is an effective tool and should continue to include important and relevant stakeholder information.

**Observation:**
A well-designed and implemented way-finding signage program is part of a comprehensive marketing, design and economic revitalization strategy and can be an effective way to preserve the unique brand and identity of Old Town Arvada.

**Recommendation:**
- HOTA can partner with the City of Arvada to coordinate a comprehensive signage program to reinforce brand identity, enhance user experience, and provide a connection between vehicular and pedestrian traffic.

**Observation:**
HOTA will qualify for various grants as new funding sources once organization secures 501 (c) 3 status.

**Recommendation:**
- HOTA should lead the efforts to identify and apply for as many relevant grants for both the organization and service area, as time permits.

**Potential grants include:** National Education Association (NEA) grants for design programs, U.S. Department of Commerce’s Telecommunication, State Historical Fund and TIGER II transportation grants.
Promotion is one of the four key points in building a vital downtown. According to the National Trust Main Street Center, promotion sells a positive image of the commercial district and encourages consumers and investors to live, work, shop, play and invest in the Main Street district. By marketing a district’s unique characteristics to residents, investors, business owners, and visitors, an effective promotional strategy forges a positive image through advertising, retail promotional activity, and special events while marketing campaigns carried out by local volunteers. These activities improve consumer and investor confidence in the district and encourage commercial activity and investment in the area.

The goal of Main Street promotion is to bring more people downtown to shop, dine, relax, and be entertained—ultimately to work, live, and invest. This is accomplished through two key strategies:
- Marketing the unique assets of the downtown district, in order to get people to come; and
- Creating a compelling experience for people once they come downtown (or for those who are already there, as is the case for downtown residents and employees).

The HOTA Strategic Plan outlined marketing as a key priority area, “A constant and concentrated marketing effort”. Utilize the below steps to make this priority a reality.

Observation:
The Main Street Four Point Approach is not being followed, which may be leading to some confusion on the part of the committee members, board members and businesses. By separating the responsibilities of Marketing and Events, full advantage is not being taken of the work that both committees are doing. These two groups should be working together to maximize their efforts and ensure events, businesses, and properties are promoted to their fullest potential.

Recommendation:
- Marketing and Events committees need to be combined into one Main Street Promotions Committee, with subcommittees if necessary. Each group may have its own focus, but should be working together. The committee, for the most part, will be working in many of the same areas, with their specialties either putting on the events or marketing those events and Olde Town.

The Promotion Committee must think about promotion in a broad sense and develop strategies by:
- Understanding the changing market—both potential shoppers and your “competition”;

Promotion

Building better communities by providing assistance to downtowns, commercial districts, and town centers in Colorado.
• Identifying downtown assets, including people, buildings, heritage, and institutions;
• Defining Main Street’s market niche or “position” in the marketplace;
• Creating NEW image campaigns, retail promotions, and special events to lure people back downtown.

**Observation:**
Marketing objectives, and the marketing plan that follows, need to focus on best return on investment. Past marketing efforts have not fully engaged the entire community and may not be benefiting Olde Town and the businesses there.

**Recommendations:**
• Complete the Marketing Media Analysis included in the appendices of this report. With limited resources to market, operate and maintain the area, it is important that the ways HOTA decides to market are the most beneficial to Olde Town. This analysis will assist you in identifying all the different ways Olde Town can be and is marketed, and linking those formats with costs, benefits and target audiences. It is very important to think strategically about how you spend your marketing dollars and realize that just because you have always done it one way, doesn’t mean that way is really working for you and the organization. Take an objective look at your marketing activities and adjust accordingly.
• Work within current marketing priorities, but define the process with a marketing plan to help you get what you need for Olde Town. For example, the map/directory should be one of the first projects undertaken and needs to be completed this year, by the summer season. Create an outreach strategy for distribution of maps/directory, including Denver International Airport, RTD informational areas, and Chamber of Commerce events. The Arvada Center is an asset in the community that must be used to its fullest advantage. Olde Town businesses need to find ways to coordinate activities or capture upon the events that take place at the Arvada Center. Even though it is not within walking distance, you have people in the city and the primary unique place for them to go before they go home is Olde Town. Utilizing the “nook” area at the center or finding ways to bring people downtown can only help businesses. Planning such as this should take place for all current and potential marketing mediums.
• After you complete the stakeholders’ analysis, use the information to help identify who you should be marketing to and how. The initial stakeholders’ analysis will show you how the resources in your community can be used and the best ways to incorporate them into the HOTA organization. By using this information, you can and should begin to determine how you will market to them to bring them into the organization and the best way to inform them of the events, services, and products available in Olde Town.

**Observation:**
There are a number of wonderful events that take place downtown. From the Chocolate Affair to the Trick or Treat Street and the Blues and BBQ, there are so many opportunities for residents and tourists to visit Olde Town. Internally, and for the businesses in Olde Town, it is unclear who is doing what, which events are run by HOTA, and what part of which events HOTA can alter. For example, HOTA partners with the Arvada Festival Commission and the Original Shopping Districts on many signature events in Olde Town, but is unable to affect changes that may be helpful for the businesses. This can, at times, cause the businesses to feel left out of the
planning and unwilling or uninterested in taking part in some of the events. Continued frustration in the way the events are planned and carried out may cause some businesses the area to stop supporting the events.

Recommendations:

- Conduct a facilitated discussion to determine what the rules are and what the roles are of each organization when planning and carrying out events in Olde Town. As HOTA continues to develop their role as the “go-to” organization for Olde Town businesses, it is important for them to have a strong voice in the way the events in Olde Town are managed and how these events impact the businesses there. HOTA does not have the capacity or the desire to take on all of the events planning in the Olde Town area, but they should be consulted on how the events may impact their business community.
- HOTA needs to track the requests they make to other organizations regarding events to let their membership know they are trying to make changes. Businesses need to be aware that HOTA is an organization that is working for them and that HOTA is aware of the impacts events have on downtown businesses. When HOTA works with the Festival Commission or other event-planning organizations, it is important that they track the progress of the event planning, how decisions are made and whether or not they are successful in making recommendations they feel will be advantageous to the businesses. If events are managed in ways that do not benefit the Olde Town businesses, there is a record that HOTA did what it could for the district.

Observation:

There is not a coordinated effort to promote retail events in conjunction with community events. There are quite a few successful events taking place in Olde Town Arvada, but many of them seem to be singularly purposed; that is, there are not a number of activities happening at the same time to engage a cross-section of the population. Business owners downtown do not seem to get involved in the events and certainly do not take full advantage of the number of people who attend these events on a regular basis.

Recommendation:

- Develop retail events or retail components to current events as a way to bring residents and visitors into the downtown. Many of the current events do not incorporate specific retail opportunities for businesses to get involved. Be sure to use the Strategic Event Matrix to help you identify retail opportunities.

Another tool that can and should be used is the Strategic Events Calendar. This tool will help the various organizations planning events to identify “holes” in the year, places where it might be beneficial to have an event, as well as months or weeks where Olde Town is saturated with events. Overall, the events calendar needs to be well thought out and very strategic. Key things to keep in mind:

- Objectives
- Quality not quantity
- Comprehensive, including all of the large community events
- Capitalize on already successful events

With that being said, however, it is the responsibility of the individual businesses to take advantage of all the visitors in Olde Town during events. HOTA and other organizations can bring people to Olde town, but they can’t make them spend money or visit individual businesses, without the help of those businesses.

Observation:

Olde Town Arvada is lucky to have an active Historical Society and rich cultural heritage. Olde Town Arvada is one of the Original Shopping Districts in the state and has a wonderful history of commercial and retail opportunities. So many commercial areas in the metro area and larger cities build artificial communities looking for what Olde Town Arvada has organically. Olde Town businesses, the City of Arvada, and the various nonprofits and organizations haven’t really taken advantage of this designation and what it means to the community.

Recommendation:

- Work more with the Historical Society to promote events that take place in historic Olde Town. This will not only form a stronger partnership with a local organization, but could also provide Colorado Heritage Tourism funding. The Historical Society in Arvada has a rich history and a number of volunteers that are committed to the community. Tap into these resources, the enthusiasm of those volunteers, and the events they want to work on.
The focus of economic restructuring is to assist in efforts to recruit, retain and expand opportunities for investment in downtown. This is accomplished by ensuring that investors and businesses are aware of all of the resources available for assistance and all of the benefits of choosing to locate their business in downtown, including the opportunities that may exist to capitalize on promotional activities. Economic Restructuring also works to build strong relationships between downtown businesses, residents, and users.

The HOTA Strategic Plan highlighted economic restructuring as a high priority, with the stated need for, “focused economic development efforts to attract new businesses that balance well with existing.” The below recommendations will assist with assessing the current businesses, properties, identifying leakage, and attracting new businesses.

Observation:
The current business and property owner directory is outdated and it is unclear how accurate the information is. It is extremely important that HOTA has an accurate record of the businesses in Olde Town in order to give them the services they need and to provide this information to investors.

Recommendation:
• Continue with the creation of the business and property owner database as already initiated. Be sure to update and assess necessary categories on an annual basis to ensure that data remains current and can be used for all necessary analyses in addition to contact lists and tracking.

Observation:
In the current economic conditions it is important that businesses have all the opportunities given to them to succeed. This includes being able to learn from the businesses around them and taking advantage of the training/resources that HOTA can access.

Recommendation:
• Create an Ambassador Program to assist Olde Town businesses. Identify volunteers, perhaps working with the economic development committee or the Historical Society, to develop volunteers who can go to meet with businesses on a regular basis, explain the benefits of the historic district, the role of HOTA, and distribute the information packets discussed in the membership section.

Observation:
Currently there is no information that can be given to new businesses or investors. Materials that show businesses where they can go for support as well as identify demographic and statistical information can help a new business decide whether or not they want to locate in Olde Town and if they could be successful. HOTA has begun putting this information together and it is important that they finish the process and have a complete document put together in the next 6 months. HOTA has not yet identified itself as a business “assistant” and needs to do so or they will continue to be viewed as an events only organization with no real meaning to the businesses.

Recommendation:
• It is important to highlight the community assets, properties
available, other businesses in the vicinity, transportation routes, events and event centers, and all of the aspects that make Olde Town an attractive place to live, work, and shop. Businesses and investors want to understand why people use Olde Town as well as what is included in their property purchase or business venue. Continue putting together a market information packet for business prospects and investors.

- Develop a familiarity tour with real estate agents and developers to visit Olde Town and highlight the assets of the community.

Observation:
There are many resources available to businesses both in Arvada and in the surrounding area. Businesses don’t seem to be fully aware of the resources and are therefore feeling more and more strained and deserted. HOTA needs to continue their relationship with the chamber and other service organizations as ways for their businesses to access the services provided. Relationships with some of these organizations should be formalized to ensure continuation of the partnership if any of the current leadership changes. It would be most disruptive if businesses lost out because of a change in relationship at the management level.

Recommendations:
- Strengthen partnerships with Small Business Association (SBA), Small Business Development Center (SBDC), Arvada Economic Development Association (AEDA), and Arvada Urban Renewal Authority (AURA). Include an explanation about these partnerships in member material and list a sampling of services (when applicable) that the community might utilize.
- Communicate with Olde Town businesses on a regular basis about the opportunities and resources available to them through partner organizations. This might be through informal communications or regular online or mailed updates.

Observation:
Some of the businesses are interested in additional trainings and information that will help their business. HOTA needs to continue with the merchant meetings and make sure they are addressing the needs of their businesses in these forums.

Recommendations:
- Established regular two-way communication does a lot to alleviate the sense of helplessness or frustration that often come with business ownership. Continue with monthly merchant meetings to share information and also to track if businesses feel their needs are being met. Be sure to keep minutes and share minutes and progress reports with attendees and members.
- Offer quarterly trainings based on the districts and business owners’ needs. Incorporate training for businesses, real estate agents, the city staff who deal with businesses, etc. to enhance relations and planning amongst these groups.

Observation:
HOTA needs to be serving as a voice between what the business needs are and what the city may be able to provide. This is a very important service for HOTA to provide and it is important that it continues.

Recommendation:
- Continue to build on the liaison services HOTA has with the city through creating two-way communication processes, reporting back to members on progress, etc. Refer the recommendations in the Organization section.

Observation:
Businesses need to know that the time and energy contribution that they make to HOTA and the downtown area is necessary and appreciated. It is important that HOTA take the time and opportunity to thank businesses and members for their contributions to the success of Olde Town.

Recommendation:
Design

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

Observation:
The downtown district extends across Ralston Road but the area to the north seems to be disconnected from the rest of the district. Businesses across Ralston Road would benefit from coordinated design elements with the rest of HOTA district.

Recommendation:
- Work with AURA to support a series of meetings with business owners to discuss the landscaping, lighting, street furniture, and potential façade improvements that this area may be eligible to receive with the new urban renewal area. Coordinate these recommendations with the Ralston Road Corridor Study now under development by the City of Arvada.
- Consider design elements to better connect businesses north of Ralston and south of railroad tracks into the district in terms of walkability, signage and streetscape.

Observation:
With the advent of commuter rail, development pressures in Downtown Arvada may seek to alter the character of the historic district.

Recommendation:
- Continue with revisions of the Design Guidelines and code, to ensure that the character of the downtown historic district is maintained. It is better to work on this well in advance of any commuter rail building so that there are clear guidelines for all new development.
- Consider creating a liaison from HOTA to represent business interests to developers and construction managers when construction begins.

Observation:
Businesses feel that the current sign code does not adequately address the signage needs of the businesses, citing the inflexibility of the code when it comes to unique situations (i.e.: front door of the business is more than 10 feet from the sidewalk, rendering a portable sign ineffective).

Recommendation:
- Consider providing flexibility for portable signage in a historic district. Encourage pedestrian signage, including projection signage for businesses.

In a historic district there are more restrictions, but there can also be more flexibility to adapt to the unique nature of historic buildings. Consider a sandwich board policy for different building types, e.g. those that have no set back, those that are set back (formerly residential), etc.
Observation:
Old Town is the historic center of Arvada, represented by its buildings throughout the district. The buildings are well maintained and honor the roots of the community. It is important to continue to honor the history of the area through its buildings.

Recommendation:
- Continue education as to the importance of historic preservation within the business district and beyond. Hold annual HOTA member educational tours of the area highlighting some historical aspect of the Olde Town.
- Consider becoming a Certified Local Government (CLG). CLG status will not only help you to tap into historic preservation grants for the area, but will also enhance the HOTA standing as a Main Street community.

Observation:
As popularity of Downtown Arvada grows and once commuter rail comes to the district, demands for services to maintain the district will grow. The City of Arvada will continue to provide basic services, however the service may not be as timely or as thorough as the district would like.

Recommendation:
- Conduct a comparison of service costs pre and post commuter rail in comparable communities e.g. Littleton. Present this information to all business and property owners; involve the city in this discussion.
- Consider long-term financing to deal with issues of graffiti removal, trash removal, sidewalk cleanliness, lighting, and security.
- If you pursue a BID or DDA, work with business and property owners in the early stages to encourage awareness and input in the development stages. Be sure to highlight that districts can be formed for different lengths of time, include different funding options, and provide different services.

PARKING
The HOTA Strategic Plan and all focus groups clearly prioritized the need for parking, “Better management of existing parking supply including signage and way finding programs.” In order to manage the parking challenges that will come with the commuter rail, the community must determine how HOTA or some other management structure will leverage parking as a community asset. The parking “problem” will inevitably worsen, and quickly. Planning for it now affords a great opportunity to make your parking work for you.

“Each on-street parking stall can generate up to $300,000 in annual retail sales. The importance of having stalls available to the shopper cannot be over-emphasized.”
- Bob Gibbs, Gibbs Planning Group

“Parking management is one of the most powerful tools that can be used for modifying commute mode choice. The decision of commuters to drive alone, carpool, vanpool, or use mass transit often depends on the cost, availability, and the location of parking.”
- Thurston County Regional Planning Council

Parking Management Plan Implementation
Observation:
The Historic Olde Town Association (HOTA) has
an active parking committee that is working closely with the city. There appears to be a collaborative approach between both organizations and a shared recognition of the importance of parking and transportation management for Olde Town. City staff is attempting to implement elements of the recent parking study but there appears to be uncertainty with respect to how best to provide strategic oversight. City staff also seems to favor a management structure comprised of other key city staff with reliance on informal relationships with Olde Town stakeholders to achieve buy in and collaboration.

**Recommendation:**
- Establish HOTA's role in parking management oversight immediately. The relationship between the city and HOTA should be formalized with HOTA playing a key role in parking program oversight. The city presently is forming a management advisory group that appears to be comprised of senior representatives of city departments such as police, fire, community development and transportation. While these representatives bring key perspectives, it is critical that HOTA have a formal role in overseeing the management of parking plan implementation. Without such a role, difficult and potentially confrontational strategies that may be considered are less likely to garner the support of Olde Town stakeholders.

**Observation:**
It does not appear that a clear articulation of the central role of parking management has been established. City staff identified economic vitality as the key reason for parking management and this orientation is consistent with HOTA's objectives. However, there may not be widespread acknowledgement and acceptance of this key principle.

**Recommendation:**
- Agree on appropriate strategic role of parking management. HOTA must immediately encourage the city to formally adopt an economic vitality purpose of parking management. This orientation is critical to maximally leveraging the parking efforts outlined in the parking study. Furthermore, HOTA should adopt (and encourage the city to adopt) the following key parking management principles:
  - On-street parking is a critical resource for supporting retailers
  - It is usually the most convenient parking option
  - This convenience (value) should translate to higher cost
  - The need to promote turnover is a key on-street parking issue
  - Enforcement is a requirement, but must be balanced with public perception.

**Observation:**
The need to brand the parking system, as identified by the Parking Management Plan, is an important step to help downtown visitors locate parking facilities. While it appears that the city is embarking on this effort there may be less coordination with HOTA than might be optimal. Pedestrian way-finding that is coordinated with vehicular parking signage produces the most comprehensive and successful approaches to helping Olde Town users reach their desired destinations.

**Recommendation:**
- The city and HOTA should work collaboratively to develop a brand for the parking and pedestrian wayfinding system.
- Establish key principles for the guidance of parking management program development within the next 18 months.

**Observation:**
Parking resources can play a key role in the further economic and community development goals and objectives.
Olde Town Arvada has an opportunity to strategically establish key principles before any parking management strategies become visible to the public. This will aid in decision-making, addressing controversial issues and garnering further support for needed parking management efforts.

**Recommendation:**
- Consider adopting the following as key principles of parking management in Olde Town.

1. Parking services shall be considered a key public infrastructure for the downtown. Parking will continue to function as an enterprise that shall fund its own expenses, including the funding of maintenance reserve funds and debt service.

2. The Olde Town parking system should be customer-oriented, not violator- or revenue-oriented. The downtown parking system should be seen as an essential and integral part of Olde Town Arvada’s economic and community development strategies and programs. If customers and visitors see the system as fair and friendly, visits to Olde Town will increase.

3. Any future excess revenue generated by the Olde Town parking system shall be exclusively dedicated to programs and services aimed at improving Olde Town. HOTA will play a central role in determining the best use of excess parking revenues. Funds can only be used for services and programs that supplement what the City of Arvada would otherwise provide without such additional financial resources. This will require establishing and agreeing on baseline City services being delivered in Olde Town.

4. The Olde Town parking system should ultimately achieve a unified, centralized and vertically integrated management structure that manages all on-street, off-street and parking enforcement activities and resources.

5. The Olde Town parking system should aim high and strive to achieve a “best-in-class” parking program. All aspects of Olde Town parking should reflect an understanding of what the downtown customer desires in terms of a positive and memorable downtown experience. Parking should be friendly, not free.

6. The Olde Town parking program shall have an active and comprehensive planning function. The parking program will be included in all long-range Olde Town strategic and transportation planning.

7. Fines shall be established to discourage illegal parking. The parking program will review peer city parking fine rates and the potential impact on Olde Town marketability when recommending modifications to the City of Arvada’s parking fine structure. An escalating fine system that is more forgiving to first-time offenders and provides higher penalties to repeat offenders will be implemented.

8. The Olde Town parking program will have a defined special events parking policy that is crafted through a collaborative process with Olde Town stakeholders.

9. The Olde Town parking program shall work toward the creation of public/private partnerships that can creatively address all of Olde Town’s parking issues.

10. The Olde Town parking system shall be well promoted and marketed. The investments in parking infrastructure shall be actively promoted and celebrated.
Organizational and Financing Strategies

Due to the heavy subsidization by the city and AURA, HOTA business and property owners appear to have a belief that the services they have come to expect are a right rather than a privilege of being in a district identified for urban renewal for a 25 year period of time. Given that the 25 years has expired, and the Olde Town area is already experiencing a need for additional services (e.g. graffiti removal, security, etc.) these needs will only increase exponentially with the additional of a commuter rail station. The community, business and property owners will need to be educated on the potential impacts that will occur in the not so distant future if they are to buy in to the community and begin to become self-sufficient. The below recommendations are just the tip of the iceberg, and represent what the team feels the community may be able to achieve in the nearest future.

Recommendations:

- Stabilize annual operational funding for Olde Town.

  Timeframe: Immediate

  HOTA is currently funded primarily through an annual grant (approximately $90,000) from the City of Arvada and AURA. Additional sources of revenue come from events and sponsorships. In order to stabilize long-term funding to support services for downtown, several strategies are suggested:
  1. Establish a dialogue with downtown stakeholders, the City and AURA to determine their respective goals and priorities and how they can be leveraged through cooperative efforts
  2. Consider a formal sales-tax reinvestment strategy whereby all or a portion of sales tax generated in Downtown is reinvested in Downtown services and improvements. Initially consider a three-to-five year agreement.

- Establish a stakeholder-driven vision for Olde Town

  Timeframe: Completed within next 12-18 months

  In order to determine the funding needs to maintain and expand future programmatic, operational and capital investments in Olde Town, we recommend a strategic process designed to gain consensus and buy-in from all appropriate stakeholders. Given recent unsuccessful efforts to establish governmental districts in Olde Town, the Resource Team recommends beginning a thorough community-wide dialogue that establishes the needs, opportunities and vision for the future of Olde Town before determining any financing strategy. In other words, establish the “what” before establishing the “how.”
  - A shared vision needs to be realistic and equitably address the variety of goals among Olde Town business and property owners.

  Consensus-building should include a better understanding of the scope and magnitude of recent public investment by AURA and the city in Olde Town improvements; inspirational visits to other commensurate communities that have embarked on recent improvements; educational and site visits to other communities that are experiencing impacts of light-rail with regard to maintenance, safety, parking, and infrastructure. The visioning process should include the following elements:
    - Physical environment
    - Business retention and attraction
• Appropriate residential and commercial infill development
• Marketing, promotions and events
• Regulatory environment to maintain and enhance existing character

• Plan for future impact of commuter rail on Olde Town

Timeframe: Complete within next 24-36 months
When the Olde Town station opens in 2016, the impacts of additional visitors, traffic and development will directly impact Olde Town. Planning to respond to those impacts should begin now.

Issues to consider in planning for the commuter rail should include:
1. Increased traffic volume; flow and congestion
2. Additional maintenance needs that will come with additional visitors
3. Additional security needs
4. Parking management and supply

Once a vision for Olde Town and clear expectations of the commuter rail has been established, a responsive financing strategy should be implemented. An organizational structure that emphasizes a public-private partnership with clearly defined goals and priorities for Olde Town should ideally leverage several funding sources. Potential partners could include:
1. AURA
2. City of Arvada (base tax sharing and/or TIF mechanisms)
3. Enhance HOTA/DAP governance structure
4. The Downtown Arvada Partnership should be the umbrella organization for:
   • The 501(c)(6) nonprofit (membership) business association for advocacy
   • The 501(c)(3) nonprofit organization (donation and event user fee based funding) for charitable activities
   • Targeted political subdivision(s), with governance by downtown interests
   • District(s) organized specifically for new development if and as requested by developers
5. Others: Continue to do environmental scanning and stakeholder analyses to identify potential partners and groups that could be mutually beneficial to HOTA and HOTA members.

FUNDING MECHANISMS

From the resource team’s initial observations, HOTA/DAP has successfully utilized several of the following financing mechanisms. It appears that the organization has and is utilizing partnerships very effectively. Some of the current and potential sources of funds include the following:

PROMOTIONS

• Continue the use of Booth Fees: Where appropriate continue the practice of using these charges applied to concessionaires at events, parades, and community gathering places to support the events.

• Heritage Tourism Office/Colorado Tourism Office Grants: The Arvada Chamber could work together with other chambers, the county and regional entities to apply for a Colorado Tourism Office Marketing Matching Grant Program, which provides funding to not-for-profit organizations in the State of Colorado for the purpose of promoting the state or a region as a tourism destination.

• Continue and strengthen existing partnerships, explore new partnerships with other organizations like the Arvada Chamber to promote Historic Olde Town Arvada.

FUTURE PUBLIC INFRASTRUCTURE IMPACTS

• Tax Assistance from General Fund: This approach may be appropriate if the incremental cost of the downtown plan implementation is manageable with existing resources. The assistance would allocate a percentage of the sales tax generated in Olde Town for addressing future costs of operating and maintaining the Historic Olde Town area. This could be accomplished by Council Resolution.

• Public Improvement Fees: Consider implementation of impact fees for improvements of the public infrastructure to accommodate new business development. Such fees could be used in improve parking.

• If the future downtown impacts from
COMMUTER RAIL

or the implementation of the vision exceeds current financial resources the creation of a downtown development authority (DDA) may be appropriate. Dependent upon the costs of the plan implementation and the timeline for implementation, the DDA financing could be phased in. If selected, a DDA would be created by a city ordinance after the approval of eligible voters within a defined downtown area in an election. The DDA could function under the umbrella of the Downtown Arvada partnership.

The attached matrix describes other possible funding structures that can help provide additional financial resources for downtown infrastructure improvements and maintenance.

BUSINESS DEVELOPMENT

• Governor's Office of Economic Development and International Trade: This agency has several programs from economic development assessments to small business development centers.
• Governors Energy Office (GEO) Programs: GEO has new funding programs to retro-fit both public and business HVAC and lighting systems. Arvada businesses could utilize new technology and renewable energy sources to reduce costs. The City could upgrade existing facilities to achieve long term energy cost savings. One project may be the conversion of streetlights to more energy efficient LED type lights.
• Small Business Administration and Economic Development Administration: These are two Federal Programs that can assist local businesses in business startup, expansion and relocation.
• Continue and enhance the efforts to make business training available through groups like the Jeffco Business Resource Center and Arvada Chamber.

TEAM MEMBER BIOS

Tracy Barnett
Steamboat Springs MainStreet
Tracy Barnett has been the program manager for MainStreet Steamboat Springs (Colorado) since it’s inception in 2004. Following 20 years as a restaurant owner and manager in Steamboat Springs, the change to managing a totally volunteer organization dedicated to preserving, promoting and enhancing the downtown business district of a bustling resort community is right up her alley. Tracy received her BA in Psychology from Hamline University in St Paul, Minnesota, and her BS in Recreation Administration from California State University at Hayward. Both degrees have served her well in her chosen careers. Born in Winona, Minnesota, moving to California, and finally to Colorado, a life long dream to live in “the Old West”, with it’s wide open spaces and casual, friendly western lifestyle, has been fulfilled.

Clay Brown
Regional Manager, Department of Local Affairs (DOLA)
Clay Brown has been the Regional Manager for the Department of Local Affairs (DOLA) for the central region of the state since 2002. Prior to joining DOLA, Mr. Brown spent 25 years in municipal government in Colorado municipalities. With a strong background in public works and city management, Mr. Brown provides technical and financial assistance to eight counties along the Colorado Front Range. Mr. Brown is a graduate of the University of Colorado at Boulder and lives in Evergreen, Colorado.

Katherine Correll
Executive Director, Downtown Colorado, Inc.
Katherine Correll has experience spanning the fields of community outreach to advance downtown and community development, not-for-profit administration, project development and management, local government planning, marketing, financial and economic development services, and education. Katherine joined Downtown Colorado, Inc. as the Director of Communications and Operations in 2006; in

PARTICIPATING STAKEHOLDERS

• Arvada City Departments
• Arvada Urban Renewal Authority
• Arvada Chamber of Commerce
• Merchants
• Property Owners
2007 she became the Executive Director. Born and raised in Denver, Colorado, Katherine has worked with development initiatives in Denver, New York, Chicago, and the Former Soviet Union. Her focus on strategic planning and organizational development and management includes building viable and sustainable private, public, and non-for-profit institutions and programs. Prior to her current position, Katherine managed the American Councils’ portfolio for the Republic of Moldova, focusing on building civil society initiatives, education, and public administration reforms. She was also responsible for management and growth of the American Language Center, language and professional training school. Katherine received her Master’s Degree in Public Administration from Rutgers University and her Bachelor’s Degree in Politics with a Minor in Urban Studies from New York University.

**Christy Culp**
*Community Development Specialist, Department of Local Affairs (DOLA)*

Christy Culp has worked for the Department of Local Affairs since May 2006. She works as the liaison between the Department and various organizations in the state, including DCI, CRDC, OEDIT, and CRHC. Christy helps facilitate economic development sessions and rural out reach programs and works to develop collaborative partnerships with elected officials, residents, businesses, institutions, and organizations. Christy works with communities, monitoring conservation trust fund compliance reports, community service block grant applications, and assisting local governments and community members in identifying and accessing technical and financial resources at the local, state, and federal level. Christy received her Master’s from the University of Colorado at Denver in Political Science with an Emphasis in Politics and Public Policy. Her final project focused on planning for small communities and was a finalist in the Colorado City and County Manager’s Association’s Best Master’s Project competition. Prior to taking a job at DOLA, Christy was an intern in Town of Poncha Springs through the University of Colorado at Denver’s Best and Brightest Program.

**Fabby Hillyard**

Fabby Hillyard is a private consultant who previously served as the Executive Director of the Historic LoDo District of Denver. Fabby has worked to develop policies and programs to address parking; marketing and public events; economic development; business retention and attraction; historic preservation; safety; the redevelopment of Union station; and urban design and land use. Fabby has also held positions with the City and County of Denver, CO including the Deputy Manager of General Services, Director of Theatres and Arenas (1999 to 2003) and Director of the Mayor’s Office of Art, Culture and Film (1996 to 2001). In addition, Fabby served as the Campaign Finance Director for the Webb for Mayor Campaign (1990 to 1991) and the Founder and President of the Audience Club (1987 to 1990). Her appreciation for the arts is reflected through her position of owner and manager of Hillyard Gallery of Antiques and Contemporary Fine Art (1974 to 1983).

**Anna Jones**
*Progressive Urban Management Associates*

Anna Jones is a senior associate at Progressive Urban Management Associates, a Denver-based consulting firm that specializes in downtown and commercial area revitalization strategies. Anna is primarily involved in the formation of business improvement districts, market based planning and project feasibility analyses. Her specialties include research, public outreach and project coordination.

**Casey Jones**
*Place and Plexus Consulting, LLC*

Casey has over 16 years working in the parking and transportation industry. He has worked for municipalities, universities and downtown management organizations responsible for parking and transportation solutions. His most recent assignment was as the director of parking and transportation services for a major university in Colorado. In 2010 Casey’s organization won an Award of Excellence from the International Parking Institute for innovations in sustainable transportation operations. He is a Certified Administrator of Public Parking (CAPP). Prior to his university experience, Casey was the...
general manager for the City of Portland, Oregon’s award winning off-street parking system known as SmartPark. Jones currently serves as the International Parking Institute’s (IPI) Chair Elect of the Board of Directors. Jones is also the founding president of the Pacific Intermountain Parking and Transportation Association (formally Northwest Parking Association), and he co-chairs the IPI Advisory Council. He co-founded the IPI Road Runners Club in 2008 and received the IPI Chairman’s award that same year. He holds a master’s degree in public administration, is a certified main-street manager through the National Trust for Historic Preservation and is pursuing a second graduate degree in urban and regional planning at the University of Colorado Denver.

Rick Kron
Grimshaw and Harring, LLC
Rick Kron, AICP, is a director of the law firm of Grimshaw & Harring, P.C. in Denver. He holds a Bachelor of Urban Planning and a B.A. in Political Science from the University of Illinois-Urbana (1975), an M.S. in Urban and Regional Planning from the University of Wisconsin-Madison (1977) and a J.D. from the University of Colorado at Boulder (1987). Rick worked for several years in community energy research at Argonne National Laboratory prior to, and during the early part of, law school. Since joining Grimshaw & Harring, P.C. in 1987, his practice has concentrated almost exclusively on special districts, business improvement districts, intergovernmental authorities, and the thrill of the Colorado election law.

Jill Mendoza
Progressive Urban Management Associates
Jill Mendoza, associate, provides project support for P.U.M.A.’s downtown management, planning and community development practices. Her specialties include strategic planning, economic development and marketing strategies, and market research. Prior to joining P.U.M.A., Jill served as executive director for the Jackson Downtown Development Corporation in Jackson, Tenn., where she managed all facets of a non-profit economic development organization. She is experienced in the Main Street Four-Point Approach™ that includes program management in design, promotions, economic restructuring and organization. Jill’s prior work experience was in corporate marketing, including the development of marketing strategies designed to target the Hispanic market segment. Jill holds a master’s degree in business administration from the Thunderbird School of Global Management in Glendale, Ariz., and a bachelor’s of science degree from the University of Colorado at Denver.

Focus Group and Meeting Participants

• Business Owners
• Residents
Appendices

(electronic copies of forms available from DCI)

- Action Matrices
  1. Organization
  2. Promotion
  3. Economic Restructuring
  4. Design
    - Menu of Technical Assistance
    - Stakeholders Analysis
    - Volunteers by Stakeholder Group
    - Volunteer by Desired Skill
    - Potential Partners
    - Strategic Event Planning Matrix
    - Strategic Event Planning Calendar
    - Downtown Organization Board Responsibilities and Job Descriptions
    - Downtown Manager Job Description
    - Downtown Manager Evaluation
    - Organizational Succession Planning
    - 5 Steps for Improved Communications
    - Sample Press Release
    - Communication Strategy Matrix
    - Market Media Analysis
    - Communication Planning Form
Dear Community Leader,

Thank you for your interest in revitalizing the downtown - the heart of your community. The board and staff of Downtown Colorado, Inc. (DCI) would like to commend you on your initiative to focus your resources and planning efforts towards the enhancement of the living room of your community. We hope that the enclosed information, your membership with DCI, and the myriad of training opportunities that we offer, will help you achieve your goals for a stronger community.

Attached please find a list of the tools included in this initial training packet:

- **Action Matrices**: The action matrix organizes action items by time frame, success, partners and initiators.
- **Menu of Technical Assistance**: The menu of technical assistance is to provide ideas or a sampling of what DCI has facilitated. Because each community is unique, we encourage communities to contact DCI to create a unique plan for additional services and training to keep your momentum going.
- **Stakeholders Analysis**: This form is used to analyze community information to ascertain which entities are most important to the downtown and/or project and how best to approach them.
- **Volunteers by Stakeholder Group**: Allows you to identify volunteers that link your organization to groups that are key to your project.
- **Volunteer by Desired Skill**: Allows you to review the skills you need and which volunteers can fill that need. It also allows you to identify the skills that remain unmet in your pool of volunteers.
- **Potential Partners**: For each project, a partner list should be generated to ensure that you have tapped all possible resources.
- **Strategic Event Planning Matrix**: Allows you to list objectives and compare to each event to make sure that all objectives are being met, and all events are serving a purpose.
- **Strategic Event Planning Calendar**: Review all events on a timeline to ensure a well-rounded calendar.
- **Downtown Organization Board Responsibilities and Job Descriptions**: Highlights the responsibilities of a board of directors and the officers that serve the organization.
- **Downtown Manager Job Description**: Identifies skills needed and activities required to manage a downtown organization.
- **Downtown Manager Evaluation**: Allows the downtown organization to evaluate the effectiveness of the Downtown Manager.
- **Organizational Succession Planning**: Encourages consistency in leadership through transition.
- **5 Steps for Improved Communications**
- **Sample Press Release**
- **Communication Strategy Matrix**: Identifies the various modes of communication and the tools to make contact.
- **Communication Planning Form**: For each event or project, this form encourages you to think about communications in advance and to develop a clear message.
- **Market Media Analysis**: A table of marketable entities and associated benefits.
- **List of Resources**: A list of organizations and what they might provide.

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

Thanks,
Katherine Correll
<table>
<thead>
<tr>
<th>Time</th>
<th>Action Item</th>
<th>Measurement of Success</th>
<th>Initiator</th>
<th>Potential Partners</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-3 mon</td>
<td>Research Vendor/Booth fee structure</td>
<td>Vendor fee structure established</td>
<td>HOTA</td>
<td>Chamber, Hist. Society</td>
</tr>
<tr>
<td>1-3M</td>
<td>Plan board orientation and training on Main Street, members can participate too.</td>
<td>Announcement, agenda, and sign in sheet for training, 80% of board participates.</td>
<td>HOTA Board President</td>
<td>HOTA Staff and Board</td>
</tr>
<tr>
<td>1-3M</td>
<td>Review job descriptions, guidelines for executive committee participation, and board succession planning documents.</td>
<td>Board adopts job descriptions and succession plan.</td>
<td>HOTA Staff</td>
<td>HOTA Board</td>
</tr>
<tr>
<td>1-3M</td>
<td>Creating tracking sheet to monitor board member meeting, event, sponsorship, etc.</td>
<td>Begin completing the tracking form by month 3, 2010.</td>
<td>HOTA Staff</td>
<td>HOTA Organization committee</td>
</tr>
<tr>
<td>1-3M</td>
<td>Create a “Let’s Talk Downtown” announcement and postcard. Track usage of this feature.</td>
<td>Include this collateral material in packets and materials. Usage increased by 10%.</td>
<td>HOTA Marketing/Promotions</td>
<td>HOTA Staff</td>
</tr>
<tr>
<td>1-3M</td>
<td>Continue to conduct member survey.</td>
<td>Completed survey (55% of membership completed).</td>
<td>HOTA Organization committee/Board</td>
<td>HOTA Staff and Board</td>
</tr>
<tr>
<td>1-3m</td>
<td>Identify past, current and potential partners</td>
<td>Reach out to businesses in the district and broader community in order to secure and retain partners</td>
<td>Board members and HOTA staff</td>
<td>Downtown and Regional Businesses, Citizens</td>
</tr>
<tr>
<td>1-3m</td>
<td>Identify past, current and potential sponsors</td>
<td>Use the HOTA Sponsorship Guide to each out to businesses in the district and broader community in order to secure and retain sponsors</td>
<td>Board members and HOTA staff</td>
<td>Downtown and Regional Businesses, Citizens</td>
</tr>
<tr>
<td>1-3m</td>
<td>Conduct stakeholder analysis</td>
<td>Clearly identify current and potential stakeholders as well as identify their needs and contributions</td>
<td>Board members and HOTA staff</td>
<td>Downtown and Regional Businesses, Citizens</td>
</tr>
<tr>
<td>1-3M</td>
<td>Utilize stakeholder analysis results to develop communications plan.</td>
<td>Create talking points by target audience</td>
<td>HOTA Board</td>
<td>HOTA Staff and Board</td>
</tr>
<tr>
<td>1-3 M</td>
<td>Assess roles and responsibilities of partners to achieve the vision</td>
<td>Creation of action plan and with actors engaged and active</td>
<td>HOTA</td>
<td>All Businesses and Property Owners in Olde Town, AEDA, Chamber, City</td>
</tr>
<tr>
<td>1-3M</td>
<td>Add webpage of training services available to Olde Town (list menu of technical assistance by Four Points) from DCI (if you want),</td>
<td>Technical Assistance website created.</td>
<td>HOTA Marketing/Promotions</td>
<td>HOTA Staff</td>
</tr>
<tr>
<td>3-6M</td>
<td>Establish a stakeholder driven vision and planning process through an enlarged organizational support base</td>
<td>Vision statement exists and is promoted in the community. Representatives from stakeholders serve on HOTA board (ex-officio).</td>
<td>HOTA Executive Director</td>
<td>HOTA Board, selected stakeholders from the analysis</td>
</tr>
<tr>
<td>3-6M</td>
<td>Incorporate current committees into the Four Point Committees. Focus on Organization.</td>
<td>Utilizing the Four Point approach by Month 6.</td>
<td>HOTA Board</td>
<td>HOTA Staff</td>
</tr>
<tr>
<td>3-6M</td>
<td>Create instructions for joining the board, adding items to the agenda, adding items to the website, sending member accomplishments and news, etc.</td>
<td>Post instructions on website and send a letter to all members with description and link to this information.</td>
<td>HOTA Marketing/Promotions</td>
<td>HOTA Organization committee</td>
</tr>
<tr>
<td>Timeframe</td>
<td>Task Description</td>
<td>Details</td>
<td>Responsible Parties</td>
<td></td>
</tr>
<tr>
<td>-----------</td>
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<td></td>
</tr>
<tr>
<td>3-6M</td>
<td>Create a board agenda that includes the four points of Main Street as fixed items for committee reports in addition to more fluid topics.</td>
<td></td>
<td>HOTA Board President, HOTA Staff and Board</td>
<td></td>
</tr>
<tr>
<td>3-6M</td>
<td>Begin utilizing a one page description of the Four Points into membership and sponsorship material to tap into this nationally recognized program.</td>
<td>HOTA Main Street program materials incorporated into collateral material packets.</td>
<td>HOTA Staff and Board</td>
<td></td>
</tr>
<tr>
<td>3-6M</td>
<td>Create a document highlighting HOTA revenue sources and expenses to make members more aware of sources and uses.</td>
<td>Letter to members is sent with budget narrative.</td>
<td>HOTA Staff and Board</td>
<td></td>
</tr>
<tr>
<td>3-6M</td>
<td>Begin Quarterly updated to City Council followed by Quarterly letter to membership and review at merchant meetings.</td>
<td>Quarterly update letter sent, posted on website, and saved into record.</td>
<td>HOTA Staff, City Council, Members</td>
<td></td>
</tr>
<tr>
<td>3-6M</td>
<td>Use current information to develop more comprehensive info packet for HOTA.</td>
<td>Includes Member directory, sponsorship information, list of events, HOTA mission, objectives, funding, how to become a board member, instructions for adding an item to the Board agenda/website/bringing and issue up with the city, commenting on events/activities, etc.</td>
<td>HOTA Staff and Board</td>
<td></td>
</tr>
<tr>
<td>3-6M</td>
<td>Identify past, current and potential volunteers</td>
<td>Increase # of volunteers, % of volunteers retained year over year</td>
<td>Members, Partners, Community Leaders, Citizens</td>
<td></td>
</tr>
<tr>
<td>3-6M</td>
<td>Track volunteer hours on a monthly basis</td>
<td>Increased # of hours</td>
<td>Members, Partners, Community Leaders, Citizens</td>
<td></td>
</tr>
<tr>
<td>3-6m</td>
<td>Develop recognition and retention program to ensure ongoing relationship with partners and sponsors</td>
<td>Volunteer awards, survey and ongoing training</td>
<td>Members, Partners, Community Leaders, Citizens</td>
<td></td>
</tr>
<tr>
<td>3-6m</td>
<td>Fully utilize new website as a marketing and communications tool</td>
<td>Hone website based on statistics and user feedback, expand reciprocal site agreements</td>
<td>Members, Partners, Community Leaders, Citizens</td>
<td></td>
</tr>
<tr>
<td>3-6m</td>
<td>Develop clear communications and public relations strategy</td>
<td>Specify timing of regular updates of communications tools and reinforce rebranding initiative</td>
<td>Members, Partners, Community Leaders, Citizens</td>
<td></td>
</tr>
<tr>
<td>6-12m</td>
<td>Review annual operational funding by percentages to assess how to expand funding sources (such as membership and sponsorship) and diversify sources for more stability.</td>
<td>Presentation to the board and membership looking at the organization’s revenue. Timesheets and records from brainstorming session on how to expand revenues.</td>
<td>All Businesses and Property Owners in Olde Town</td>
<td></td>
</tr>
</tbody>
</table>
### Develop a comprehensive volunteer management program

- **Align volunteers with work that is meaningful and relevant:** Create a list of skills needed by event and for organizational management. Volunteers complete a skills inventory. Compare the two in the volunteer matrices. Create tracking system to monitor volunteer activities, frequency, and suggestions.

- **HOTA Organization committee/Board**

- **Members, Partners, Community Leaders, Citizens**

### Partner with City of Arvada to coordinate a comprehensive signage program

- **Utilize signage to provide a consistent and recognizable "downtown experience."**

- **Design Committee**

- **City of Arvada, Downtown Businesses**

### Administer grants on behalf of the organization and district at large

- **Research and promote grant opportunities**

- **Staff**

- **Downtown Businesses and Property Owners**

### Create annual report with achievements listed by Four Points.

- **Report completed and available (at least by PDF) and a presentation held at membership meeting**

- **HOTA Staff**

- **HOTA Board**

### Research Repeal of Vendors Fee

- **City Council approval**

- **City/HOTA**

- **Arvada, HOTA, Chamber**

### Economic Restructuring

<table>
<thead>
<tr>
<th>Time</th>
<th>Action Item</th>
<th>Measurement of Success</th>
<th>Initiator</th>
<th>Potential Partners</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-3 M</td>
<td>Create and maintain business/property owner database</td>
<td>Up to date and complete database</td>
<td>HOTA</td>
<td>All Businesses and Property Owners in Olde Town, AEDA, Chamber, County, City</td>
</tr>
<tr>
<td>1-3 M</td>
<td>Create Business Retention Team</td>
<td>A team formed, a timeline of visits, creation of tracking form, speaking points</td>
<td>HOTA</td>
<td>All Businesses and Property Owners in Olde Town</td>
</tr>
<tr>
<td>1-3 M</td>
<td>Schedule quarterly meetings to help members meet business goals</td>
<td>Agendas from merchant meetings, presentations on file and more businesses meeting goals</td>
<td>HOTA</td>
<td>SBA, SBDC, AEDA, AURA, Chamber, City, Business Owners</td>
</tr>
<tr>
<td>1-3 M</td>
<td>Package market info for new businesses/prospects</td>
<td>All current market data compiled</td>
<td>HOTA</td>
<td>AEDA, AURA, City</td>
</tr>
<tr>
<td>1-3 M</td>
<td>Set criteria for Downtown Annual Achievement Awards</td>
<td>Nominating process, criteria, selection process, acquire sponsors, press releases, award announcements and ceremony</td>
<td>HOTA</td>
<td>AEDA, AURA, City, Chamber</td>
</tr>
<tr>
<td>3-6 M</td>
<td>Engage stakeholders in visioning sessions</td>
<td>Announcements, meeting minutes</td>
<td>HOTA</td>
<td>All Businesses and Property Owners in Olde Town</td>
</tr>
<tr>
<td>3-6 M</td>
<td>Distribute market info to new businesses/prospects</td>
<td>Every contact receives the correct information, assist prospect's understanding of local markets</td>
<td>HOTA</td>
<td>AEDA, AURA, City</td>
</tr>
<tr>
<td>3-6 M</td>
<td>Assist with small business financing options</td>
<td>More businesses taking part in trainings, more businesses accessing financial assistance</td>
<td>HOTA</td>
<td>SBA, SBDC, AEDA, AURA</td>
</tr>
</tbody>
</table>

### Design

<table>
<thead>
<tr>
<th>Time</th>
<th>Action Item</th>
<th>Measurement of Success</th>
<th>Initiator</th>
<th>Potential Partners</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ongoing</td>
<td>Continue business liaison with City departments</td>
<td>Regular reporting and tracking of meeting topics and outcomes</td>
<td>HOTA</td>
<td>City</td>
</tr>
<tr>
<td>Timeframe</td>
<td>Task Description</td>
<td>Task Outcomes</td>
<td>Responsible Parties</td>
<td></td>
</tr>
<tr>
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<td></td>
</tr>
<tr>
<td>1-3 m</td>
<td>Work with the City to revise the current sign code to adapt to current conditions of the business community without adversely impacting the visual appeal of the district.</td>
<td>A revised sign code that works for the City, the historic district and the businesses</td>
<td>HOTA, Business and property owners, planning department,</td>
<td></td>
</tr>
<tr>
<td>1-3 m</td>
<td>Engage with AURA to determine urban renewal plan for property north of Ralston Road in terms of facades, landscaping and streetscape.</td>
<td>Announcement of services available to property owners for improvements</td>
<td>HOTA, AURA, businesses, property owners, planning department, public works</td>
<td></td>
</tr>
<tr>
<td>1-3 m</td>
<td>Continue to engage in the process of Design Guideline Review to ensure the historic character of the district.</td>
<td>Creation of materials informing the public of the importance of preservation to the character of the district</td>
<td>HOTA, Historical society</td>
<td></td>
</tr>
<tr>
<td>1-3M</td>
<td>Establish HOTA role in parking management oversight.</td>
<td>Adopted City policy articulating composition of parking management advisory committee with HOTA representation</td>
<td>City Manager's Office, HOTA, Chamber, AEDA, AURA</td>
<td></td>
</tr>
<tr>
<td>1-3M</td>
<td>Agree on appropriate role of parking management efforts.</td>
<td>Adopted City policy articulating role of parking management</td>
<td>City Manager's Office, HOTA, Chamber, AEDA, AURA</td>
<td></td>
</tr>
<tr>
<td>6-12 m</td>
<td>Form a group to assist property owners in designating their historic buildings to the National or State Historic Registers.</td>
<td>Historic buildings listed on historic registers</td>
<td>HOTA, Historical society, Design Review Committee</td>
<td></td>
</tr>
<tr>
<td>6-12 m</td>
<td>Check into the requirements for the City of Arvada becoming a Certified Local Government to access historic preservation grants.</td>
<td>Determine if a CLG is appropriate for Arvada</td>
<td>HOTA, City of Arvada</td>
<td></td>
</tr>
<tr>
<td>6-12 m</td>
<td>Apply for CLG status if determined to be beneficial.</td>
<td>Become a CLG</td>
<td>City of Arvada, Historical society</td>
<td></td>
</tr>
<tr>
<td>6-12 m</td>
<td>Initiate discussions with Ralston Road property owners and businesses to establish a design vision for inclusion in the OT district.</td>
<td>Strategic plan for design elements to include facades, landscaping and streetscape for properties north of Ralston Road</td>
<td>HOTA/AURA, Ralston Road businesses, property owners</td>
<td></td>
</tr>
<tr>
<td>6-12 m</td>
<td>Create drawings to illustrate the proposed vision for North of Ralston Road - including coordinated signage and gateways to unify new with old.</td>
<td>Acceptance of illustrations of proposed vision</td>
<td>AURA, Architects, landscape architects, public works</td>
<td></td>
</tr>
<tr>
<td>6-12 m</td>
<td>Create timeline for implementation of improvements North of Ralston Road.</td>
<td>Published timeline with action steps</td>
<td>AURA, Design Committee</td>
<td></td>
</tr>
<tr>
<td>6-12 m</td>
<td>Create a wish list of historic preservation or interpretation projects that would enhance the historic character of OT.</td>
<td>A complete list of potential historic preservation projects in OT</td>
<td>HOTA, Design Committee</td>
<td></td>
</tr>
<tr>
<td>6-12 m</td>
<td>Visit other communities impacted by light rail to determine potential impacts to the district.</td>
<td>Detailed report denoting impacts and solutions experienced by other communities</td>
<td>HOTA, Board members, Design Committee</td>
<td></td>
</tr>
<tr>
<td>Time</td>
<td>Action Item</td>
<td>Measurement of Success</td>
<td>Initiator</td>
<td>Potential Partners</td>
</tr>
<tr>
<td>-------</td>
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<td>----------------------------------------------------------------------------------------</td>
<td>--------------------------------</td>
<td>---------------------------------------------------------</td>
</tr>
<tr>
<td>9-12M</td>
<td>Brand Olde Town parking system and establish cohesive pedestrian and vehicular wayfinding system</td>
<td>Adopted sign plan and installed signage</td>
<td>HOTA</td>
<td>Transportation, City Planning, Historical Society</td>
</tr>
<tr>
<td>12+</td>
<td>Determine funding sources for costs of increased trash collection, parking management, graffiti removal, security officer,</td>
<td>Permanent funding source through a special district or other dedicated funding source</td>
<td>HOTA</td>
<td>City of Arvada, AURA,</td>
</tr>
<tr>
<td>12+</td>
<td>Research the financial impacts of increased maintenance needs created by growth in district activity once light rail arrives</td>
<td>Detailed list of services needed and estimated costs associated</td>
<td>HOTA</td>
<td>Design Committee</td>
</tr>
<tr>
<td>12+M</td>
<td>Establish key parking management principles</td>
<td>HOTA and City adopted policy articulating parking management principles</td>
<td>HOTA</td>
<td>AEDA, AURA, Transportation, City Planning</td>
</tr>
</tbody>
</table>

**Promotions**

<table>
<thead>
<tr>
<th>Time</th>
<th>Action Item</th>
<th>Measurement of Success</th>
<th>Initiator</th>
<th>Potential Partners</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-3 m</td>
<td>Current Marketing and Events Committee begin combining meetings, agendas, goals, objectives.</td>
<td>Creation of Promotions Committee, agendas, work plan objectives</td>
<td>HOTA</td>
<td>Board members, committee members</td>
</tr>
<tr>
<td>1-3 m</td>
<td>Complete the marketing media analysis</td>
<td>Completed analysis, marketing strategy, identified marketing outlets</td>
<td>Promotions Committee</td>
<td></td>
</tr>
<tr>
<td>1-3 m</td>
<td>Create marketing materials based on the marketing media analysis and stakeholders’ analysis</td>
<td>Marketing materials including Olde Town map/directory, informational advertising, business spotlights, Arvada Report, Chronicle news items</td>
<td>Promotions Committee</td>
<td>Chamber, businesses</td>
</tr>
<tr>
<td>1-3m</td>
<td>Review strategic event matrix with consideration of event objectives and retail components for events. Develop a collaborative marketing strategy for Downtown businesses.</td>
<td>Increased sales and attendance at downtown events.</td>
<td>Promotions Committee, HOTA staff</td>
<td>HOTA Board, businesses, Various event coordinators (Historical Society, Festival Commission, etc.)</td>
</tr>
<tr>
<td>1-3m</td>
<td>Prepare tracking document for event organizing</td>
<td>Document which identifies HOTA contact with other organizations and outcome</td>
<td>HOTA Staff</td>
<td>Event coordinators from other organizations</td>
</tr>
<tr>
<td>1-3m</td>
<td>Begin organizing facilitated discussion among events planning organizations (include the city).</td>
<td>List of organizations offering events downtown (including which events and when they are held), invitations, prepare draft agenda</td>
<td>Promotions Committee, HOTA staff</td>
<td>HOTA Board, businesses, Various event coordinators (Historical Society, Festival Commission, etc.)</td>
</tr>
<tr>
<td>3-6m</td>
<td>Create cross marketing promotional materials for the whole district.</td>
<td>Materials highlighting downtown businesses located in each of the businesses</td>
<td>Promotions Committee</td>
<td>Downtown businesses</td>
</tr>
<tr>
<td>3-6m</td>
<td>Conducted facilitated discussion to determine roles and responsibilities of all event organizers</td>
<td>Meeting agenda, list of attendees, roles/responsibilities documents</td>
<td>Promotions Committee</td>
<td></td>
</tr>
<tr>
<td>6-12m</td>
<td>Establish a community wide-event where each business has an opportunity to showcase their products or services. Invite employees of all Downtown business to familiarize them with products and services.</td>
<td>Broader knowledge and awareness of products and services in Downtown. Increase sense of community.</td>
<td>Promotions Committee</td>
<td>Business and property owners, Employees</td>
</tr>
</tbody>
</table>
ELEMENTS FOR DOWNTOWN ECONOMIC & COMMUNITY DEVELOPMENT

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

MENU OF TECHNICAL ASSISTANCE

ORGANIZATION

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

DESIGN

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

PROMOTION

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

ECONOMIC RESTRUCTURING

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

Steps:

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

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

Steps:

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

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<td>Volunteer Source (individual or organization)</td>
<td>Business Owners</td>
<td>Property Owners</td>
<td>Neighborhood Residents</td>
<td>Government</td>
<td>Media</td>
<td>Utilities</td>
<td>Civic Groups</td>
<td>Youth/Schools</td>
<td>Preservationists</td>
<td>Financial Institutions</td>
<td>Religious Organizations</td>
<td>Design Professionals</td>
<td>Institutions</td>
<td>Community/Economic Dev. Organizations</td>
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## Identify Potential Volunteers by Desired Skills

**Steps:**

1. List desired skills across the top of the matrix.
2. List individuals or organizations who could provide those skills in the left-hand column.
3. Recruit accordingly!

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<thead>
<tr>
<th>Skill</th>
<th>Volunteer Source (individual or organization)</th>
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<td>Fund-Raising</td>
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<td>Legal Expertise</td>
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<td>Finance</td>
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<td>Public Speaking</td>
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<td>Writing skills</td>
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<td>Website design</td>
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<td>Etc…</td>
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</table>
### Potential Project Partners

**Steps:**

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

<table>
<thead>
<tr>
<th>Stakeholder groups</th>
<th>Projects/Events</th>
<th>Project Name…</th>
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Strategic Event Planning Matrix

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

<table>
<thead>
<tr>
<th>Objective</th>
<th>Community</th>
<th>Kid friendly</th>
<th>Fundraising</th>
<th>Traffic Generating</th>
<th>Promotes Retail</th>
<th>Restaurant</th>
<th>Downtown Component</th>
<th>Green Initiatives</th>
<th>Historic Accentuated</th>
<th>Lead Org</th>
<th>Partner Orgs</th>
<th>Demographic Reached</th>
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**Primary Demographic Groups** 1.Local  2.Surrounding Area  3.Regional  4.Larger area
**Strategic Event Planning Calendar**

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

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<th>Event</th>
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Basic Responsibilities of Nonprofit Boards¹

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

Responsibilities of a Board Member

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

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

LIST EVENTS HERE

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

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

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

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

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

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

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

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

EVERY BIT HELPS!

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

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

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

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

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

Board Vice-President Job Description
This position is typically (but not always) successor to the President position. In addition to the Board Member responsibilities, this position:
1. Serves as a member of the Board
2. Performs President responsibilities when the President cannot be available (see President Job Description)
3. Reports to the Board's President on assigned tasks
4. Works closely with the President and other staff
5. Participates closely with the President to develop and implement officer transition plans.
6. Performs other responsibilities as assigned by the Board.

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

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

Committee Chair Job Description

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

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

Work Objectives
The Downtown executive director coordinates activities within a downtown revitalization program that utilizes historic preservation as an integral foundation for downtown economic development. He/she is responsible for the development, conduct, execution and documentation of the Downtown program. The executive director is the principal on-site staff person responsible for coordinating all program activities and volunteers, as well as representing the community regionally and nationally as appropriate. In addition, the executive director should help guide the organization as its objectives evolve.

Full Range of Duties to be Performed
The executive director should carry out the following tasks:

- Coordinate the activity of the Downtown program committees, ensuring that communication among committees is well established; assist committee volunteers with implementation of work plan items.
- Manage all administrative aspects of the Downtown program, including purchasing, record keeping, budget development, accounting, preparing all reports required by the coordinating Downtown program, assisting with the preparation of reports to funding agencies, and supervising employees or consultants.
- Develop, in conjunction with the Downtown program’s board of directors, downtown economic development strategies that are based on historic preservation and utilize the community’s human and economic resources. Become familiar with all persons and groups directly and indirectly involved in the downtown. Mindful of the roles of various downtown interest groups, assist the Downtown program’s board of directors and committees in developing an annual action plan for implementing a downtown revitalization program focused on four areas: design/historic preservation; promotion and marketing; organization/management; and economic restructuring/development.
- Develop and conduct on-going public awareness and education programs designed to enhance appreciation of the downtown’s assets and to foster an understanding of the Downtown program’s goals and objectives. Use speaking engagements, media interviews, and personal appearances to keep the program in the public eye.
- Assist individual tenants or property owners with physical improvement projects through personal consultation or by obtaining and supervising professional design consultants; assist in locating appropriate contractors and materials; when possible, participate in construction supervision; and provide advice and guidance on necessary financial mechanisms for physical improvements.
- Assess the management capacity of major downtown organizations and encourage improvements in the downtown community’s ability to carry out joint activities such as promotional events, advertising, appropriate store hours, special events, business assistance, business recruitment, parking management, and so on. Provide advice and information on successful downtown management. Encourage a cooperative climate among downtown interests and local public officials.
- Advise downtown merchants’ organizations and/or chamber of commerce retail committees on The Downtown program activities and goals; help coordinate joint promotional events, such as festivals or business promotions, to improve the quality and success of events and attract people to downtown; work closely with local media to ensure maximum coverage of promotional activities; encourage design excellence in all aspects of promotion in order to advance an image of quality for the downtown.
- Help build strong and productive relationships with appropriate public agencies at the local and state levels.
- Utilizing the Downtown program format, develop and maintain data systems to track the progress of the local Main Street program. These systems should include economic monitoring, individual building files, photographic documentation of physical changes, and statistics on job creation and business retention.
- Represent the community to important constituencies at the local, state, and national levels. Speak effectively on the program’s directions and work, mindful of the need to improve state and national economic development policies as they relate to commercial districts.
- Resource Management Responsibilities
Executive Director Job Description (Con’t)

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

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

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

**Name:**

**Title:**

**I. Performance in major areas of responsibility**

<table>
<thead>
<tr>
<th>Project/Event Management</th>
<th>Does not meet</th>
<th>Meets</th>
<th>Exceeds</th>
<th>Far Exceeds</th>
</tr>
</thead>
<tbody>
<tr>
<td>Donor/Member Relations</td>
<td></td>
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<tr>
<td>Support to the Board of Directors</td>
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<tr>
<td>Support to the Committees</td>
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<tr>
<td>Public Relations/Outreach</td>
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<tr>
<td>Other:</td>
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<td>Other:</td>
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<tr>
<td>Other:</td>
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</tr>
</tbody>
</table>

**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.

<table>
<thead>
<tr>
<th>Employee</th>
<th>Date</th>
<th>President</th>
<th>Date</th>
</tr>
</thead>
</table>
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

<table>
<thead>
<tr>
<th>Employee</th>
<th>Date</th>
<th>Supervisor</th>
<th>Date</th>
</tr>
</thead>
</table>

46
Succession Planning Matrix

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

<table>
<thead>
<tr>
<th>Leadership Position</th>
<th>Name</th>
<th>Time remaining in term</th>
<th>Who will replace them?</th>
<th>Is the successor confirmed?</th>
<th>Necessary next steps to ensure a smooth transition</th>
</tr>
</thead>
<tbody>
<tr>
<td>President/Chair</td>
<td></td>
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<tr>
<td>Vice President/Chair</td>
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<tr>
<td>Secretary</td>
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<tr>
<td>Treasurer</td>
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</tr>
<tr>
<td>Design Committee Chair</td>
<td></td>
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</tr>
<tr>
<td>Organization Committee Chair</td>
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<tr>
<td>E.R. Committee Chair</td>
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<tr>
<td>Promo. Committee Chair</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Significant Business 1.</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Significant Business 2.</td>
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<tr>
<td>Other:</td>
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<tr>
<td>Other:</td>
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<tr>
<td>AUDIENCES</td>
<td>COMMUNICATIONS STRATEGIES</td>
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<td>---------------------------</td>
<td>------------------------------------------------------------------------------------------</td>
<td></td>
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<td></td>
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<tr>
<td>Everyone <em>(Bare</em></td>
<td>Website</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Community Members</td>
<td>- Create one website for communities/downtown to market. Consider something clever.</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Day-cation Visitors</td>
<td>- Websites are among today’s most important tools for communicating</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Destination Visitors</td>
<td>- Social Media</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Business Owners/Investors/Entrepreneurs</td>
<td>- Linked to website as a way to drive traffic to website, communicate up-to-date information</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Orgs (Govt, Chamber, Non-Profits, etc.)</td>
<td>- Get youth involved in using these mediums to market the communities?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Special Events</td>
<td>- Marketing/ Advertising</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>- Create well established identity and package for branding</td>
<td></td>
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<td></td>
<td>- Engage the communities in the role out of a joint marketing campaign</td>
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<td></td>
<td>- Concentrate on year-round activation with emphasis on shoulder seasons</td>
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<td>- Community news and projects</td>
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<td>Destination Visitors</td>
<td>- Community resources</td>
</tr>
<tr>
<td>Business Owners/Investors/Entrepreneurs</td>
<td>- Community business listings</td>
</tr>
<tr>
<td>Orgs (Govt, Chamber, Non-Profits, etc.)</td>
<td>- Newsletter opt-in</td>
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<td>- Facebook</td>
</tr>
<tr>
<td></td>
<td>- “Twistor Center” – visitors can send in questions about the community via Twitter and get responses</td>
</tr>
<tr>
<td></td>
<td>- Target marketing to key visitor areas (via ads/ billboards), tour bus groups, etc.</td>
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<tr>
<td></td>
<td>- Printed map(s)</td>
</tr>
<tr>
<td></td>
<td>- Strengthen Visitor’s Center?</td>
</tr>
<tr>
<td></td>
<td>- Event series released in advance with cooperative ideas</td>
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<td></td>
<td>- Unique experiences at camps for day visitors</td>
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<td>- Bring people to town for the day or evening</td>
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</table>
5 Steps to Successfully Plan for Your Community Meetings

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

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

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

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

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

<table>
<thead>
<tr>
<th>Local government (e.g., city and county officials):</th>
<th>Business owners:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Email or mail a letter detailing the process and inviting participation</td>
<td>Email or mail a letter detailing the process and inviting participation</td>
</tr>
<tr>
<td>Follow-up phone calls to reiterate invite</td>
<td>Follow-up phone calls to reiterate invite</td>
</tr>
<tr>
<td>Send a press release</td>
<td>Send a press release</td>
</tr>
<tr>
<td>Create a flyer to be posted</td>
<td>Create a flyer to be posted</td>
</tr>
<tr>
<td>Visit in person</td>
<td>Visit in person</td>
</tr>
<tr>
<td>Ask to leave flyers for customers</td>
<td>Ask to leave flyers for customers</td>
</tr>
</tbody>
</table>
5. **Plan your agenda carefully.** Give careful consideration to when it will be most convenient for community stakeholders to attend meetings. You want to encourage maximum participation in the process. For example, if you have a large commuter population, be sure to hold a focus group in the evening; if you have a large business-owner population, hold a focus group after business hours.
FOR IMMEDIATE RELEASE

CONTACT: NAME, TITLE
CITY
PHONE, EMAIL

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

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

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

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

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

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

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

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

# # #
Communications Planning Form

Today’s Date: ___________________ Organization/Contact: ________________________________________________________

Email: _____________________________________________ Phone #: ________________________________________________

Event Title/Topic to promote & Description: ________________________________________________________________

________________________________________________________________________________________________________

________________________________________________________________________________________________________

Date (s) Needed: ________________________________

Goals & Objectives

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

___ Raise awareness about an issue/program  ___ Encourage Attendance at an Event

___ Recruit Volunteers  ___ Publicize News

___ Recognize Someone/Announce an Award  ___ Correct Misinformation/Misperceptions

___ Other (attach additional information)

Target Audience:

☐ General public  ☐ County Government

☐ Youth  ☐ Local Government

☐ Special Interest: students  ☐ Community partners/agencies

☐ Veterans  ☐ Neighboring Communities

☐ Retirees  ☐ Educational institutions

☐ Local Non-Profits, Churches, Associations  ☐ Developers

☐ Business Owners  ☐ Media

☐ Property Owners  ☐ Boards & Commissions

☐ Downtown Employees  ☐ Other

Geographic:

☐ Downtown  ☐ Mountain Communities

☐ All of Town  ☐ Front Range

☐ Neighboring Communities  ☐ All Colorado

☐ All County  ☐ Neighboring State

Message to communicate:

- Talking point 1

- Talking point 2
Talking point 3

Desired result

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

Outreach to Consider:

<table>
<thead>
<tr>
<th>Face to Face Community Engagement</th>
</tr>
</thead>
<tbody>
<tr>
<td>□ Public meeting (town hall, public hearing)</td>
</tr>
<tr>
<td>□ Presence at Community Event (Boulder Creek Hometown Fair)</td>
</tr>
<tr>
<td>□ Presentations to local service organizations or non-profits (HAS, Rotary, Kiwanis, Sierra Club, etc)</td>
</tr>
<tr>
<td>□ Resolution/Proclamation (November is adoption awareness month)</td>
</tr>
<tr>
<td>□ Live streaming video of meeting</td>
</tr>
<tr>
<td>□ Other</td>
</tr>
</tbody>
</table>

Media Options to be used

<table>
<thead>
<tr>
<th>Traditional Media (to be coordinated with our PIO Barb Halpin and Dan Rowland)</th>
</tr>
</thead>
<tbody>
<tr>
<td>□ Press release (longer communication which would lead to a story in the newspaper, TV or radio news)</td>
</tr>
<tr>
<td>□ Public Service Announcement (short announcement to be read or promoted, usually event driven, which is for public interest or safety)</td>
</tr>
<tr>
<td>□ Editorial board with newspaper</td>
</tr>
<tr>
<td>□ Newspaper feature article</td>
</tr>
<tr>
<td>□ Live or taped radio announcement (KGNU)</td>
</tr>
</tbody>
</table>

Social Media (coordinated by Dan Rowland)

| □ Website (internal/external) |
| □ Blogs |
| □ Facebook/Twitter/Youtube |
| □ LinkedIn |

Handouts and other collateral to be used

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

Internal communications

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

Distribution:

- Downtown Director
- Board of Directors
- Town Government
- All town
- Sponsors
<table>
<thead>
<tr>
<th>Marketing Format</th>
<th>Target audience (1-4*)</th>
<th>Cost (Δ-ΔΔΔ)</th>
<th>Benefit - informational</th>
<th>Benefit - recruit volunteers</th>
<th>Benefit - recruit members</th>
<th>Benefit - recruit sponsors</th>
<th>Benefit - retail</th>
<th>Cross promotions</th>
<th>Image building</th>
<th>Partnership**</th>
</tr>
</thead>
<tbody>
<tr>
<td>Arvada Report</td>
<td>2</td>
<td>$$</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
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<td></td>
<td>C</td>
</tr>
<tr>
<td>Downtown map and Business Directory</td>
<td>1,2,3</td>
<td>$$</td>
<td>X</td>
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<td>Arvada Center “nook”</td>
<td>1</td>
<td>$</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
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<td>Olde Town Theatre</td>
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<td>$$$</td>
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<td>Street Banners</td>
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<td>$</td>
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<td>Marketing Booths</td>
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<td>$$</td>
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<td>The Chronicle</td>
<td>1,2,3,4</td>
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<td>Merchant Newsletter</td>
<td>1</td>
<td>$</td>
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</tbody>
</table>

* - 1 – Olde Town Merchants and Residents  
  2 – City of Arvada  
  3 – Regional/Metro Area  
  4 – Statewide  

** A – Chamber  
  B – Historical Society  
  C – City  
  D – AURA  
  X – Other businesses
ORGANIZATIONS TO REVIEW (Information, Technical assistance, Funding)

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

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

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