Lamar, Colorado

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Introduction

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

Welcome to the Main Street Resource Team visit for the Colorado community of Lamar. Colorado Main Street communities have the opportunity to apply for assistance through the Resource Team program, a collaborative between the Department of Local Affairs (DOLA), Downtown Colorado, Inc., the state’s nonprofit Main Street affiliate, and the local community.

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

Report Structure and Four Point Approach

This report is structured based on the National Trust for Historic Preservation’s Main Street Approach. The Colorado Main Street Program is a program to revitalize traditional downtown districts within the context of historic preservation. The program uses an approach that advocates a return to community self-reliance, local empowerment, and the rebuilding of central business districts based on their traditional assets of unique architecture, personal service, local ownership, and a sense of community. This methodology addresses the following four areas and combines activities in these areas to develop a community’s individual strategy for strengthening and redeveloping its central business district. The four points are:

(1) Organization: Establishing consensus and cooperation by building effective partnerships among all downtown stakeholders. The Main Street approach to central business district revitalization requires the effort of the entire community. The merchants, property owners, local government officials, and civic leaders must agree to support common goals for revitalization and join together in a partnership. Successful Main Street programs are usually structured as nonprofits guided by an active working board. The board will create four standing committees (design, organization, economic restructuring and promotion) that will develop projects and work plans for implementation. Local programs hire a paid program manager to coordinate the efforts of volunteers in implementing the program.

(2) Promotion: Creating and marketing a positive image based on the unique attributes of the downtown. The promotions of the central business district as a single, unified commercial area - in the same way that a major shopping mall is promoted - will help attract customers and strengthen Main Street’s role as a viable business center. The Main Street organization can coordinate an aggressive promotion and marketing campaign that includes a program of special events, retail promotions, image promotion and ongoing public relations.

(3) Design: Enhancing the unique visual quality of downtown by addressing all design elements to create an appealing environment. Good design is essential to all aspects of downtown revitalization. The Main Street design philosophy is rooted in historic preservation and seeks to use and enhance those elements of quality design which remain in our communities. Neglect
and misguided improvements may have taken a toll on the appearance of downtown, affecting its perceived economic potential. Renovated facades and creative merchandising displays, appropriate landscaping and public improvements are all part of downtown’s long-lasting visual appeal and a well-functioning physical environment. 

(4) Economic Restructuring: Strengthening downtown’s existing economic assets and fulfilling its broadest market potential. To become competitive, downtown must reposition itself. With a thorough understanding of today’s market, downtown can develop strategies to enhance the competitiveness of existing merchants, recruit new businesses, create new anchors and convert unused space into new uses.

Background Information

The City of Lamar, Colorado, serves as the county seat of Prowers County and is the commercial center of a vast farming and ranching region that stretches from the Oklahoma border to Kit Carson County and from western Kansas to Las Animas County. The city was founded on May 24, 1886, and named for the Secretary of the Interior under Grover Cleveland, Lucius Quintius Lamar, who later became a Supreme Court Justice. Lamar is the youngest city along the main line of the Atchison, Topeka and Santa Fe Railroad and sits at the intersections of three major highways—50, 287 and 385. The Colorado Welcome Center, as well as the Lamar Chamber of Commerce and Lamar Main Street, is located in the hub of downtown and housed in a beautifully restored 1907 rail depot which is still in use with daily Amtrak service between Chicago and Los Angeles. The Welcome Center is one of ten in Colorado and Lamar hosts on the average of nearly 28,000 people annually.

Observations

- Art Center featuring local artists
- Wonderful place to raise a family
- Unique community with a great deal of potential
- Lamar allows for a welcoming and comfortable lifestyle
- Feels like home
- Rich in history
- Sense of community
- Multiple grocery stores
- Historic movie theater
- Active baseball community
- Farmers market held downtown
- No brand for Lamar
- Wal-Mart brings people to Lamar from outside communities but pulls business away from Main Street
- No men’s clothing store in Lamar
- Downtown perceived as unsafe
- Downtown stores perceived as expensive
- Empty store fronts
- Inconsistent hours kept by business owners
- Not enough diversity in services offered downtown
- Lack of restaurants downtown
- 3,000 semis drive through Lamar daily
The first section of this report focuses on Organization, which includes developing collaboration, volunteer recruiting and management, fund-raising for the organization, and developing operational strategies. Organization involves getting everyone working toward the same goal and assembling the appropriate human and financial resources to implement a downtown revitalization program. The three principle components of organization are:

- Public and media relations
- Volunteer development
- Fundraising

A governing board and standing committees 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. Lamar is lucky to have resources for a paid, full-time, Main Street Manager to guide this process. However, it is important that the process be driven by both the community’s grass roots initiative, but also with the guiding role of the board and program partners. Notwithstanding this fundamental description of a typical downtown organizational structure, numerous variations exist throughout the country and are driven largely by local circumstances. In some towns, for example, the chamber of commerce is strong enough to add an organizational component designated to focus on the downtown. Consider developing some form of district to dedicate resources and focus on downtown.

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

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

BUILD AWARENESS

**Observation:** There is need for one organization, venue, and source of information on downtown.

**Recommendations:** The Lamar Partnership should take the lead as the champion and clearinghouse for all things happening, servicing, or promoting downtown.

- **Identity and Brand:** Many communities struggle to find their own unique niche. What makes one downtown different from another and how those unique differences are capitalized on is a key element to promoting any community, and it’s no different for Lamar. Knowing the true identity of your downtown and your community, and finding ways to effectively communicate and build on that message with your unique audience is a key element to the success of your commercial district. Success will occur when you learn to gently guide the change in perception through strong connections with your audience, consistency (and persistency!), and the patience to find a message and stick...
with it. Downtown Lamar has a lot of history, enthusiastic supporters, and character but needs an established identity and brand. The downtown is a major draw for the community as a center of the character, history and social network of the city. This should be represented to locals and visitors alike.

- **Website:** If you’re not on the internet as a community, you are missing huge numbers of potential visitors. Downtown Lamar needs a website and web presence to promote the downtown to potential business, residents, partners, and visitors. If it isn’t easy to find out what makes Lamar a great place, then they will find out why some other place is great.

- **Meetings:** Main Street should take the lead to coordinate other groups’ activities. Main Street can provide a structure to highlight the achievements of different groups and coordinate their efforts to meet the larger objectives of the city and downtown. Develop regular meeting times for each of the groups in town to come together and share their objectives, progress, and determine areas for working together.

**Observation:** There is a lack of formal communication vehicles for both internal and external markets. While residents and businesses stay informed through word of mouth, this is not an effective means of transmitting important information. Community members and businesses do not have one place that they can access information about town happenings, events, new policies, etc. They also do not have a formal means of providing feedback to town officials aside from one-on-one communication.

**Recommendations:** Formal communication channels need to be developed to not only provide information but also to receive feedback from the community and visitors. The town, chamber, library, medical community websites, public venues and local media need to be better utilized to publicize events, public meetings and news.

- **Meetings:** Regular meetings that include all groups in town (as previously mentioned) as well as regular presentations of initiatives and achievements at the city and county meetings, at other groups’ meetings will increase awareness and develop a culture of partnership.

- **Website:** The website should include information about the Main Street Program’s goals and how the activities of various groups are celebrated within that structure.

- **Social Media:** These tools are time consuming but can be cultivated as a steady flow of information about the district, businesses, events, and organizations that work for Downtown Lamar. This might be developed as a major benefit to all the organizations that cannot currently use these tools, or cannot use them to the full extent possible.

- **Newsletters:** There are low-cost services available to create a regular blast of news electronically
or available for print. Consider asking partner organizations to provide one short news item per week to build partnership and highlight activities of the district as a whole.

- Flyers: For meetings, events, and to begin encouraging people to use the new online tools available, post flyers at community locations like the post office, library, health care providers, community college, city hall, etc.
- Brochures: The Lamar Partnership should consider creation of a brochure to share with partners and businesses to better represent the services it can provide in building a unified community vision and plan for action.
- Newspapers and Radio: Access to newspaper and radio is a huge asset for Downtown Lamar. Be sure to keep regular communications and use this influence to support partners to build strong collaboration, especially in the early stages of organizational development.

**Observation:** There is no identified unified vision for Lamar, therefore the community must identify who you want to be in the future. During the resource team visit we considered Lamar in relation to the county and other communities in the region. There is a clear need to differentiate Lamar as a community. A common theme was that Lamar is the economic and service area of the county. Lamar provides many of the necessary services that other communities do not. The city must use the wealth of natural amenities, the high level and quality of services, and the central leadership role in the county to foster a positive image.

**Recommendations:** Lamar needs to conduct a community visioning process to determine their current and future identity and guiding values. This visioning process will help to identify what makes Lamar unique, which principles are important to you and how you would like to develop in the future to capitalize on those assets. This effort will help to establish a strong foundation from which you may implement any branding, promotional and business development/recruitment efforts.

- Conduct community visioning and branding process. Assemble a steering committee of broad community interests to lead this effort. Hold facilitated public meetings and provide other means of public input to obtain feedback. Use this information to decide with certainty who Lamar is and what you stand for.
- Focus efforts on building awareness, visual identity, and programming specific to downtown Lamar. All local promotional/tourism efforts focus on either the county or the region as a whole and none specifically address Lamar. Promotional efforts and materials need to be focused on Lamar specific businesses and assets to set it apart from other towns.
- Develop connections between organizations. Connect the organizations and businesses through website, materials, and a summit to clarify roles and mission within the county. The county organizations do not currently have a formal channel of communication and exchange of information. This would allow these organizations to better utilize the limited available resources and decrease duplication of efforts.

**INSTITUTIONALIZE PROCESSES**

**Observation:** There is a lot of spontaneous interest and support for downtown initiatives in Lamar. It is great that so many of the local governments, organizations, businesses, and people are excited to be a part of Lamar’s downtown revitalization.

**Recommendations:** Use the current momentum to institutionalize the downtown program through formal agreements, develop meaningful membership categories, and establish the roles of each organization in the downtown revitalization process.

- Conduct a stakeholder analysis. Reviewing the stakeholders will help you to better understand the roles and relationships with partners, organizations, businesses and residents in town. Create a discussion with the chamber to discuss what Main Street can provide, the role of each organization, and potential areas of conflict.
- Membership Development: Assess various forms of investment/membership, benefits they receive, contributions to the program
(Main Street Business, Lamar and Regional business, Partner Organizations, Government Partnership, and Founders – City, County, Chamber, and PCDI). Consider using the first years of the program (while city support is guaranteed) as a time to build membership by demonstrating the benefits. The program can provide a complimentary membership with an encouraged donation to businesses, partner organizations, etc. This will allow them to better appreciate the benefits of Main Street prior to the requirement of paying an annual fee.

- Board Development: Develop board roles to bring in partner organization to committee chairs, executive committee, and plan for succession. Be sure to look at requirements for serving on the executive committee, fund raising requirements, volunteer requirements, and participation in meetings, reporting, and the annual retreat. Consider how the board can broaden fundraising efforts, develop new partnerships, and identify new volunteers.
- Staff Evaluation: Create process for staff evaluation that lays out a clear job description, expectations, and allows for two way feedback to be regular and incorporated into planning.
- Volunteer Development: Conduct skills assessment of volunteers to organize the committee that they work for to best utilize skill sets for objectives to be met.

ENCOURAGE COMMUNITY INVOLVEMENT

Observation: There is a need for increased involvement from the community.

Recommendation: Develop materials that clearly identify the organization, the benefits of downtown revitalization, and the process for community involvement or access to information.

- Differentiate the organizations, roles, and impacts of the URA from Main Street. The design committee is a good choice to guide the design elements of the urban renewal authority in downtown but be sure to present the design committee as a public committee on which all can participate.

- Create an informational brochure that reviews economic development initiatives for Lamar including beneficiaries, organizational roles, and impacts on the community.
- Create campaign to inform businesses, locals, and organizations that Lamar Partnership serves as a clearinghouse of information for programs, funds, and services available to the downtown.

DIERSIFY REVENUE STREAMS

Observation: Current revenue sources should be diversified to protect the organization against economic and political change.

Recommendation: Consider grants and other fundraising activities to broaden organizational operational funding, develop new programming, and support downtown initiatives.

- Create a prioritized list of projects and potential funding sources. Talk to other Main Street organizations, non-profits, and Chambers to assess how best to identify and diversify new funding streams.
- Consider Lamar-specific merchandise and items that can market the community while bringing in additional funds. Consider items that are community-specific and demonstrate the unique assets of the community. Some examples of merchandise that highlights cultural heritage are ornament reproductions of historic buildings, note cards of Lamar scenes, card with historic company advertisements, etc.
- Developing contracts for services is a viable revenue stream over time. Determine the needs for beautification to encourage a clean and safe downtown. If there are services that can be provided by partnership volunteers or staff, consider developing an agreement with businesses or the city to provide those services to the community.
Promotions

Promotion is another 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. This image can then be reinforced through advertising, retail promotional activity, special events, and marketing campaigns carried out by local volunteers. These activities improve consumer and investor confidence in the district and encourage commercial activity and investment in the area.

Observation: Lamar still doesn’t have a champion or clearinghouse for downtown. There is confusion on where residents, visitors and businesses should be going for information about downtown events and services.

Recommendations: The Main Street program you are creating needs to be the go-to place for all things downtown. It should be the place everyone goes to get their information regarding events and business opportunities downtown. And with that responsibility, Lamar Partnership Inc. (LPI) needs to champion the downtown businesses when working with other organizations, such as the city or chamber. Develop an application form and process for organizations or events to submit their event information for consideration of partnership and funding. LPI does not need to be, and shouldn’t be, the only organization in charge of downtown events, but they definitely should know about all of them, and should be promoting them. By creating a process where all other organizations inform Lamar Partnership Inc. of the goings-on downtown, LPI will position itself as the leader for downtown.

Observation: Lamar, and in particular the downtown, struggles with a lack of identity. Lamar is the hub of activity for southeastern Colorado and the downtown plays a major role in that identity. You are also known for your sports amenities and historic markers but this role will not bring people into the downtown.

Recommendations: Create an identity/brand for the downtown. This is directly from the CRP but because it has not been completed, it must be done for the Main Street program to begin being successful. It is important to develop a unique identity for the downtown as a distinct place to shop and work and to foster customer loyalty. Marketing and promotional materials should all reinforce this identity for the downtown as a whole.

Incorporate items and history specific to Lamar – don’t try to be or sell yourself as something you are not. For example, Lamar has the only complete collection of all four elements of the western plains – the depot, steam engine, windmill and tank. Build from this history and tell your story within a context familiar to residents. They need to be able to sell the community, so they need to understand and be able to communicate the message.

Observation: There is a clear lack of coordinated communication systems.

Recommendation: Enhance the communication between and among the various entities in the community. This includes the governments, businesses, property owners, and service
organizations. Observation from the CRP report: communications between and among downtown business and property owners and between downtown and the community at large about activities and opportunities in the area need to be improved. Many of these communications tools and materials should be developed in English and Spanish.

Do not forget about collateral materials and a web presence. Incorporate what each of the committees is doing into the collateral materials. Create a package that identifies information for business owners, property owners, residents, etc.

**Observation:** Locals have a negative image of downtown and therefore do not use the downtown as much as they could. Some locals feel the stores located downtown are too expensive or do not carry the items they are looking for. Additionally, with the large number of semis that travel through town and the reports of side mirrors being taken off, many residents do not feel comfortable parking on Main Street.

**Recommendation:** The promotions committee needs to focus on this and begin changing the perception residents have. While it is true that a large number of semis travel through town everyday, it is possible for residents to use the downtown. Lamar Partnership Inc. needs to begin identifying ways residents can access the businesses in a way that is safe and convenient. The Promotions Committee and Main Street Board need to begin finding opportunities to educate locals.

**Observation:** There are so many events that potential volunteers may not know who is planning them and how to get involved. This can cause apathy in the community and lead to fewer people volunteering or attending events.

**Recommendation:** Conduct strategic events matrix looking at objectives, organizers, participants, marketing and operations. It was the general consensus that more events do not need to be planned for the community. It would be wise to look, however, at the events that are located in downtown, what they do for the community and how they can be improved. Adding events for children or including more retail involvement could enhance current events and give the community a larger return on their investment.

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**Economic Restructuring**

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The focus of economic restructuring is to assist in efforts to recruit, retain and expand opportunities for investment in downtown. This is accomplished by ensuring that investors and businesses are aware of all of the resources available for assistance and all of the benefits of choosing to locate their business in downtown, including the opportunities that may exist to capitalize on promotional activities. It also works to build strong relationships between downtown businesses, residents, and users.

**Observation:** While the public environment on Main Street is consistently clean, there is a fair amount of difference among properties in terms of levels of improvement and/or maintenance. When this condition exists, it is frequently because there is either a reluctance to incur debt (even when there is low or no basis in the property) or lack of awareness regarding how to move forward and overcome obstacles. When the former is the issue—reluctance to incur debt, the city has two choices—wait (perhaps indefinitely) or encourage investment. If the city elects to encourage investment or reinvestment, they have additional choices to make—encourage through regulations (sticks) or through incentives (carrots). If the latter is the issue—lack of awareness about how
to move forward—the city needs to accept a pre-development partner role. That role often includes conducting a market analysis to understand opportunities for different land uses and product types, preparing pro formas in an effort to understand any financing gaps, and securing funds (public, private, other). If the city assumes this role, it can either be in partnership with the existing owner or with a new owner, selected by the city as part of an acquisition and disposition program. Partnership with a new owner would assume the city purchases the property and positions it for sale to an entity that will advance the community’s vision for the site (property). A parallel strategy is to improve the public realm around private investment. Improvements can include soft and hardscapes, lighting, signage, and street furniture. Capitalizing these investments and maintaining them can either fall to the city or participants in an improvement district. Because improvement districts are allowed to assess an additional tax, they must be approved by owners in the area. Therefore, property owner education is essential long before this concept is promoted.

Recommendations:

- Coordinate establishment of a vacant property taxation program (stick)
- Encourage adoption of minimum standards (stick)
- Establish either a low interest loan/grant program for facades and or building rehabilitation (carrot)
- Conduct market due diligence work and share with property owners
- Begin educating property owners about the merits of a Business Improvement District (BID) for Main Street (long-term)

Observation: There is a fear, at least among some downtown stakeholders, that efforts to promote and advance the Main Street program will be hampered by an urban renewal hangover in the community and negative association between the two programs. As with many of the recommendations presented herein, education of stakeholders in the area, the community at-large, elected and appointed officials and others will likely be the first and foremost initiative that members of the Main Street’s Committees advance during the organization’s first year. For the City of Lamar, given the timing of the Main Street designation, one year after creation of the Urban Renewal Area (which encompasses both), an explanation of the differences and similarities between the two will need to be explained. Once any fears or negative perceptions are dispelled, Main Street promoters need to explain how both organizations can leverage the resources of the other.

Recommendations:

- Establish and distribute a fact sheet highlighting differences among the two entities
- Hold regular information meetings regarding these and other entities serving the community in different capacities (invite guest speakers)

Observation: To date, and until the establishment of the Main Street program, the City of Lamar and Prowers County Development Inc have had to provide support to area retailers and service operators. The Main Street organization should phase out the role these entities have played, repositioning them for a more supportive role. Correspondingly, Main Street needs to explain the transition and position they are assuming to all concerned interests in the community and region.

Recommendation: Build on the education program described above to alert stakeholders to Main Street’s advocacy role.
Observation: While there is a desire to do so, there are a limited number of volunteers and even fewer staff members to maintain a regular dialogue with area businesses. A fact that is widely known among individuals involved in advocacy is the volatility that comes with volunteerism. To this end, it might make sense for Main Street volunteers to sign a conscience-driven contract, defining the extent of their commitment. In addition, Main Street should reach out and solicit the participation of business interests in the community, whether committee members or not, calling on them to participate in economic development initiatives that promote the benefits of a healthy Main Street.

Recommendations:
- Identify 5 to 7 people to serve on the Economic Restructuring Committee (ERC)
- Request that all committee members sign a one-year contract promising to serve for X number of hours
- Establish a “CEO-to-CEO” program whereby members of the ERC will meet with property and business owners regarding the local investment climate

Observation: There needs to be a greater understanding of the risk tolerance of area property owners. Through the “CEO-to-CEO” program identified above, Main Street will be able to grow its understanding of the potential (among existing owners) for bricks and mortar investment and reinvestment in the area. Experience has shown that conversations among similar business interests are the most revealing.

Recommendation: Through the “ceo-to-ceo” outreach program, seek to understand the desire to invest and / or reinvest and associated obstacles

Observation: The limited number of property owners that have elected to attempt redevelopment of buildings on Main Street have been plagued by high redevelopment costs. Disparities in redevelopment versus new development are often the result of high land prices, suburban development codes that are incompatible with redevelopment, projected public approval process, inadequate infrastructure, and perception of higher risk that results in more costly financing. Main Street’s job is to understand what the barriers are that make redevelopment in Lamar costly, and identify and advance strategies to overcome these barriers.

Recommendations:
- After completing interviews with merchants and property owners, compile a list of barriers to investment and / or reinvestment (categorize them as market, physical, financial, regulatory, political and organizational)
- Identify strategies to overcome each barrier (solicit the
assistance of experts outside the community if necessary)

**Observation:** The second floors of Main Street buildings have been largely under-capitalized upon (for either office or residential space). This can be the case when there is a lack of demand for this type of space in this location, or an inability to deliver this type of space in this location due to specific barriers. As an extension of the previous observation and corresponding recommendations, Main Street needs to understand what is driving this inequity and advance possible solutions. The City may need to invest in a certain amount of due diligence, including retaining an architect to evaluate the building inventory, in order to gain the attention of property owners.

**Recommendations:**
- Review existing zoning codes to ensure there are no regulatory barriers to development of housing on the second-floor of buildings in the district
- Prepare a building inventory of eligible buildings for second floor housing
- Solicit the assistance of an architect to understand the adaptability of the eligible buildings and associated costs
- Promote the availability of TIF and other dollars to assist with redevelopment costs

**Observation:** There is a serious void in the community’s housing inventory particularly among market rate rental products and moderately priced single family detached housing units. While this visibly appears to be the case, it should be confirmed through a citywide housing strategy. In anticipation of a comprehensive strategy, the ERC needs to begin collecting data on both existing and new housing inventories. If necessary, retain the services of an outside expert to assist in interpreting the data. Once complete, share the results with the city’s elected and appointed officials, as well as area economic development organizations and solicit their support in making housing diversification a priority goal for the community and region.

**Recommendations:**
- As part of a larger database building exercise, collect information about existing and new housing inventories
- Apply for grant dollars to complete a region-wide housing study
- Solicit matching dollars from the county and other publicly supported entities
- Establish incentive programs for residential development and redevelopment projects (e.g., tax rebate program for homeowners that make specified improvements)

**Observations:** We are told there is a lack of rental housing and apartments available in town. Currently new rental units are opening up adjacent to downtown and more can be established.

A quick survey reveals approximately 158,000 square feet of 2nd story redevelopment potential. These vacant upper floors could be converted into rentable property for apartments, studios, and professional offices. This under-used space can be converted into 150 new apartment units representing more than 20 new residents located in, shopping in, and eating within the downtown.

Redevelopment of the vacant upper floors can supplement residential housing needs in town and adds pedestrian access and movement within the downtown. This serves shops, restaurants, and professional offices downtown and can fill retail space.

**Recommendations:**
Conduct a housing needs study to identify the number of units lacking within the community, number of property units that are available in or near downtown, and identify where additional redevelopment and infill apartment units can be developed.
• Review municipal code and make changes to allow multiple uses within the downtown core. Work with one or two property owners to study the redevelopment potential, cost, environmental issues, and benefit of this redevelopment. Utilize the CSU-DOLA Technical Assistance Program to initiate the study using student and professor resources. Seek out funding programs that help mitigate the cost of redevelopment by promoting sustainable use of existing buildings, energy conservation, etc.

Observation: High utility costs reportedly provide a barrier for property and business owners attempting to invest and reinvest in properties and businesses. Again, if a high utility cost is one of several barriers that are making it infeasible for property owners to invest or reinvest in their property, it needs to be confirmed and addressed. “High” is a relative term and should be confirmed through a comparative analysis of rates in communities where that product (residential, retail, office, industrial, institutional, lodging) competes.

Recommendation: Conduct a comparative analysis of utility rates

Observation: Based on the fact that the budget for new flower pots was cut this year and 4-H’s ability to maintain the pots that are there, it appears safe to conclude that the funding for improvements in the public realm are volatile. It may take some time, and a series of visible successes, to gain a more consistent level of financial support from different entities in the community. In the near-term, Main Street and its partner advocacy organizations need to solicit dollars for improvements in the public realm. Maintenance of these improvements, if not provided for by the City, will have to be provided for by volunteers. While difficult to maintain consistency, this type of situation can result in a heightened awareness of Main Street, its opportunities and challenges, and correspondingly grow its support base.

Recommendations:
• In the interim, plan for limited or no funding and solicit funds from alternative sources (to the city)
• Consider creating (continuing if already in place) and adopt a block program for the public realm (covering cost of materials and maintenance)
• Conduct case study research related to how other communities have financed improvements in the public realm (e.g., Pueblo tulip initiative)

Observation: The community has a desire (that is supported by the city’s management) to create and promote a small enterprise incubator. Important to this effort will be accurate identification of the shared service/resource elements of the incubator. For example, facilities that incubate business can be broadly defined—culinary, value-added wood processing, visual arts, production and merchandising, etc.—and therefore should be targeted to industries with a high potential for success in the local market. In order to identify what those industries might be, and short of a target industry analysis (which can be costly), we suggest contacting area businesses and business groups for insight on local and regional opportunities.

Recommendations:
• Conduct research related to the creation of incubators in other communities (regional and national)
• Work with Prowers County ED to understand the types of businesses that would best support existing industries
• Conduct a citywide survey in an effort to identify potential cottage industries
• Based on the types of potential businesses, select potential sites and incubation services that would be most beneficial

Observation: The TIF district boundaries (which are coterminous with the urban renewal boundaries) are such that they will allow for revenue generated off Main Street to be used for improvements on Main Street. Based on the extraordinary costs often associated with redevelopment of buildings in a “Main Street”
environment, it is common that multiple resources are needed to make these projects financially feasible. Tax Increment Financing (TIF), only available to properties within either an Urban Renewal Area (URA) or Downtown Development Area (DDA), is an obvious resource. However, the amount of TIF generated by projects within a main street environment is rarely sufficient to fill the financing gap for all of the projects in the area. TIF generated from projects beyond Main Street, but within the URA is often used to supplement TIF revenues from Main Street proper. Yet, TIF is but one source that should be used to leverage the resources of other agencies. The next, frequently overlooked step in this strategy is to make stakeholders aware of these resources and their potential application.

Recommendations:
• Coordinating with the other committees, prepare a budget for “bricks and mortar” projects and work with the city to earmark TIF dollars to fund them
• Identify and solicit other funding programs for which TIF dollars could be used as matching funds
• Develop an education program for property owners within the urban renewal district related to the benefits for Main Street associated with property reinvestment

Observations: There is no consistency in the use of facade materials. While defining the appearance of the physical environment on Main Street is the mission of the Design Committee, the ERC can assist their efforts by informing their selections with a perspective about the economic implications of their choices. In addition, they can assist with understanding the amount of dollars for different resources that might be necessary to advance a facade improvement program.

Recommendations:
• Work with the Design Committee to prepare a color and material pallette for Main Street
• Earmark dollars (TIF and others) for a facade improvement program (promote it among property owners)

Observation: Traffic speeds and truck traffic provide a significant barrier to sidewalk dining and a comfortable pedestrian environment. While the Design Committee might be the most likely group to initiate a dialogue with CDOT regarding traffic speeds on Main Street, the ERC could provide support to their efforts.

Recommendations:
• In anticipation of attracting restaurants to Main Street, ensure the existing zoning allows for outdoor seating
• Since traffic is not conducive to outdoor dining, encourage it at corners and on side streets
• As an interim initiative, soften the public realm through an outdoor lighting program (in the trees, on awnings, on building fronts)

Observation: The utility lines that run through alleys provide a physical barrier to redevelopment behind buildings. One of the most prevalent physical features in an established corridor environment is overhead utility lines. Unfortunately, they are also one of the least desirable and correspondingly most expensive physical conditions to address (underground). While it is unlikely, near-term, that owners will want to improve the backs of their buildings, long-term this might be an important initiative. Given that it takes significant dollars for underground utilities, it might make sense to begin soliciting matching dollars or setting aside resources for this effort in the future.

Recommendation: As with utility lines on the street front, either look for private company resources to match local dollars for undergrounding, or establish a set aside fund that can grow and be matched with local dollars for undergrounding on a project by project basis (e.g., Dubuque, IA)

Observation: There is a perception/reality among retailers outside of the core that they are not part of Main Street (perceived and
It is important that all of the city’s retailers understand the niche they fill and which resources are available to them, whether through the Main Street program or another one. Within the Lamar Main Street corridor, uses outside of the Main Street district still fall within the URA. Whereas the resources of both of these organizations will be leveraged to advance community goals, be as inclusive as possible with regard to educational offerings, incentives (if not bound by specific boundaries), and area information.

Recommendations:
- Prepare a retail overlay that reaches beyond the Main Street boundaries
- Include all owners and tenants within overlay district on all mailings
- Whereas the urban renewal boundaries include these entities, educate them about those resources
- As funding allows, extend public improvements (e.g., banners) beyond the Main Street boundaries

Observation: Market data is available within area organizations, but has not been formerly packaged to educate providers and consumers. A key initiative of the ERC is establishment of a database of select indicators which Main Street can monitor in an effort to: track trends, quantify changes, understand the effectiveness of various programs, and educate the community. Main Street needs to identify available resources and supplement any gaps in information. If necessary, they should retain the services of a market professional to assist with interpreting the data. The raw data and their implications need to be shared with the stakeholders and community-at-large.

Recommendations:
- Identify all resources available within all organizations that serve the community
- Supplement with resources not currently available
- Build a database that highlights sources and frequency of updates
- Assign an individual (or individuals) to gather information and maintain database (electronic)
- Beginning with profile sheets prepared by Ricker Cunningham (formerly Leland Consulting Group), modify, maintain and distribute to various audiences (identify audiences)

Observation: While there is a desire to eliminate any duplicity in efforts across organizations, there is no formal process for ensuring this does not happen. The only way to ensure, that there are no ongoing duplication in efforts or gaps in services or programs is to schedule a regular dialogue amongst all of the agencies within the community and region. While not essential, Main Street is an obvious choice to be the host organization for these meetings.
Recommendations:
• Establish a centralized database of mission statements, goals, objectives, initiatives, resources, etc. for all organizations serving the community
• Meet with a representative from each organization on a regular basis to discuss initiatives and potential for support

Observation: There is reportedly a perception among area residents that the offerings at big box stores are cheaper than the same products in a Main Street store. A pervasive theme during the site visit by the resource team was the lack of information about current retail conditions, opportunities for investment, product niches and strategies for effectively serving the community. As resources are available, we strongly advise completion of a retail market analysis. In addition to quantifiable information that will result from this effort, we suggest that Main Street supplement with qualitative information gathered through outreach in the community and primary research. Share the findings of this research with stakeholders in the area and decision-makers in the community.

Recommendations:
• Conduct a retail market analysis for the community and region (leakage analysis, identification of niche opportunities, psychographic profile, supply inventory, etc.) in order to understand demand for stores and products
• Identify a shopper advocate and charge them with comparison shopping among stores in the area
• Issue a newsletter, fax alert, e-mail notice (or other) with findings from advocate and distribute to citizens
• Initiate a program among merchants that effectively promises to meet or beat any price in town (smart phones will allow for comparisons)

Observation: The audiences for targeted marketing by area retailers and businesses are not considered to be computer savvy and few stores have websites despite the fact that most consumers in the area purchase their goods online. While this is an initiative that will likely be led by the Promotion Committee, the ERC could assist by providing them with knowledge gained through completion of the retail market analysis. Whereas the Promotion Committee will assist merchants and businesses with preparation of marketing materials, the ERC can help make their efforts more targeted.

Recommendations:
• Coordinate the findings of the retail market analysis with members of the Promotion Committee in an effort to inform merchants about niche opportunities.
• Assist merchants with website design or other marketing and promotion efforts.
• Some retailers appear reluctant to gain a full understanding of potential market niches. Similar to the explanation above, the ERC and Promotion Committee will be better positioned to educate merchants with quantifiable data in hand.
• Develop web presence for all area retailers and businesses.

Observation: There is proven experience with leveraging revenue streams across agencies and organizations. The City of Lamar through its current leadership has built a deep history of creatively advancing projects which benefit the community. This experience needs to be shared and the resources used identified in a single document. Some communities have elected to prepare an incentive policy that lists the criteria by which projects requesting incentives are evaluated, along with the tools and financing mechanisms that might be available. This type of document can support a defensible decision-making process for awards.

Recommendations:
• Representatives of Main Street meet one-on-one with individuals previously involved in other economic development initiatives and identify lessons learned
• Interview business and property owners in an effort to understand barriers to investment
• Work with city council to establish
criteria for meritorious projects seeking incentives
• Consider preparing an incentive policy for the city

Observations: There are vacant retail shops downtown that are in a state of disrepair, paint chipping, and empty display spaces. Many active retail shops also have frontages that reflect a lack of upkeep. Looking inside the vacant shops one sees stored trash, construction equipment, stud walls and unfinished drywall work. This image promotes low rent for adjacent buildings and discourages improvements. Walks, cross streets, and highway crossings are uneven and discourage easy movement of pedestrians and handicapped shoppers within downtown.

Considering the distinctly different character of north Main and east Olive it may be wise to strengthen the historic character of Downtown Lamar for the core downtown blocks, leaving the more industrial segments for future upgrade as those are converted.

Recommendations:
• A follow-up study should be structured to identify the retail space downtown and inventory its quality, character, renovation needs, and potential revenue generation for property owners.

• Conduct a Downtown Lamar merchant meeting to define the historic core of the community and focus efforts on that district. Start with the core downtown and expand as that becomes successful.

• Black out windows of vacant shops either with paint, drapes, or displays from adjacent shops. The look of vacancy does not promote energetic business climate.

• Consider a merchandising seminar hosted by the CSU-DOLA Technical Assistance Program that utilizes University Merchandising Professors and students to educate merchants on store front window displays, shelf displays, and strengthening store branding.
and promotional materials. Its 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 back drop for downtown’s sense of place.

**Observation:**
Because of high traffic volumes in general, and large truck traffic (reportedly 3,000 vehicle trips per day) in particular, the downtown has pedestrian and parking safety issues. This traffic through town is excessive and adversely impacts the safe shopping atmosphere that successful downtowns need. At times it is difficult to cross the street or dangerous to get out of your parked car on Main Street. Many people will not park on Main Street because of this danger.

**Recommendations:**
A highway 287 “reliever route” is planned to go around the east side of town. Planning needs to be underway to protect future US287 bypass easements. Studies currently on the shelf identify a potential location for the route but the community must secure and protect future right-of-way for CDOT to even consider an alternate north south corridor that does not put truck traffic on Main Street. If this route is completed it should provide relief from a great deal of the through truck traffic. The city should work with CDOT to make this a high priority highway system improvement.

Develop traffic-calming measures for the downtown. These could include reducing the speed limit from 30 mph to 25 mph (preferably even 20 mph once the reliever route has been opened), enforcement of the speed limit, raised medians, and “bump-outs” or curb extensions with raised planters at the crosswalks. Both raised medians and bump-outs provide safety zones for pedestrians. They also visually constrict the roadway, causing drivers to slow down. Bump-outs also shorten the crossing distance for pedestrian and allow them to safely stand beyond the curb, which allows them to be seen by drivers. Pedestrian roadway
crossings should be paved differently with pattern concrete or similar material to firmly define the use and slow traffic. Use temporary electric signs that show how fast a driver is going; these tend to encourage drivers to stay within the posted speed - at least for a while.

**Observation:** Alleys are an undeveloped asset that could enhance the downtown experience and walkability.

**Recommendation:** Develop an alleyscape improvement plan for the downtown that would more directly connect businesses with off street parking lots and off-Main Street on-street parking. Improvements could include new paving, landscaping, pedestrian plazas away from the traffic, and added retail frontages facing the new alley walkways.

**Observation:** There is no downtown square or central area designated for outdoor events that would attract more people into downtown.

**Recommendation:** Identify options for a downtown square and develop a plan. The plan should allow space and facilities for a variety of daytime and evening events and activities. Opportunities for this space include the vacant lots just south of the Depot and next to the Arts Center.

**Observation:** Gateway signage is ineffective. The existing “gateway” signage at the three entry points on Highways 50 and 287 from the north and west, 287 and 385 from the south, and 50 and 387 from the east do not make a strong statement that you are entering Lamar, Colorado.

**Recommendation:** Redo the standard entry signage and landscaping for each of the three entry points. Create signage that will create a welcoming and positive initial image for Lamar.

**Observation:** The entry roadway segments of north and south Main Street, and east Olive Street that connect the core downtown could be strengthened and need to be visually appealing.

**Recommendations:** Signage, intensity of streetscape materials and focus on pedestrian oriented movement should increase as the traffic enters the core historic downtown. The design committee should plan for this focus and intensity with a plan that identifies streetscape and redevelopment priorities within the downtown core. This plan should also consider some softening of the pavement experience north and east of downtown.

Look at streetscape improvements for these areas that would screen objectionable views and enhance the visual aesthetics. Also develop streetscape improvements that will help tie these entry corridors to the core downtown. Screening techniques could include fences, screening walls, earthen berms, and plantings. Another means of improving the appearance of the corridors would be changing or eliminating some of the existing...
land uses that diminish the overall appearance of the corridors to uses that are more conducive to the front doors of your community. There could be common streetscape elements such as uniform street lights and street trees that could tie the entry areas with the downtown. However, the downtown streetscape should be emphasized and be more extensively developed.

**Observation:** Town place and wayfinding signage is lacking at the town entry points. Signage should identify the core downtown district. Signage entering the town from east, south, and north is lacking. Directional signage is lacking downtown. Primary signage in town directs traffic out of town.

**Recommendations:** A design-signage committee should coordinate with the promotions committee to develop a branding graphic for the core downtown district. Plans for signage style, layout, location, information, etc. must be coordinated to direct motorists into town. Work with CDOT to add local branding signage on the overhead highway directional signs that directs to “Historic Downtown Lamar.” These can either be directional or “you are here” type informational signage.

Core Downtown intersection limits (Washington and Olive on Main Street) should contain the major historic shopping district. Design concepts can be developed and coordinated through public meetings with the community merchants and property owners.

**Observation:** Downtown directional signage to public parking and community facilities could be improved.

**Recommendation:** Develop a wayfinding signage plan for the downtown. The signage should be coordinated with and incorporate the downtown branding program. The program may simply be signs, or a more complex system comprised of signs, kiosks, downtown maps, etc. Wayfinding signage materials should be colorful and long lasting.

**Observation:** Because of an aging streetscape, deteriorating sidewalks, and heavy truck-traffic, the downtown is not very walkable or pedestrian-friendly.

**Recommendations:** In addition to implementing the measures mentioned in the “traffic” section above, develop a streetscape improvement plan for the downtown. Streetscape improvements could include new sidewalks, street trees and landscaping, street furniture; coordinated street lights (possibly with banners and/or hanging planters); differing pedestrian crossing pavement; and large planter pots. Any flower and shrub plantings should be located in raised planters to help protect them from being trampled by pedestrians. All plantings should be irrigated by an automated system. Undergrounding of overhead utility lines should be considered to eliminate overhead visual clutter. Consider developing vacant properties into pocket parks or additional public parking.

**Observation:** The center of town is bisected by the rail corridor and community park and visitor center on the east and west side of Main Street. This area lacks definition, is not kept up, sidewalks are not continuous and landscaping is inadequate.

**Recommendation:** Although this cannot become a town square location it should afford easy pedestrian crossing and present a positive frame for the downtown character. The landscaping, sidewalks, and signage needs to be upgraded to reflect the pride that exists for downtown Lamar.
Historic Preservation

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

Observation: Lamar has a variety of historic buildings that are deteriorating and affecting the appearance and vitality of Main Street. Many of the buildings were built in the first quarter of the 20th century with brick or stone construction, but have late 1950’s or 1960s storefronts covering the original historic fabric of the buildings. In addition, there is a lack of appreciation for the historic buildings original character. It’s the architecture of the downtown buildings that establishes the character of the community and it creates a unique experience that tourists and residents alike are seeking.

Recommendations: After the historic survey is complete, prioritize the properties based on visibility, need, and feasibility.

- Visibility: focus resources on the downtown’s corner properties or large, landmark buildings. Buildings that are at the entrances to your downtown should have a high priority for improvement resources.
- Need: such as severely dilapidated properties.
- Feasibility: such as properties owned by “friends of Main Street” or buildings housing new businesses

The storefronts covering the historic facades should be removed to unveil the original architectural details of the buildings. It is also important that future renovations be done with quality materials built to last with the history of the building in mind. When renovating keep in mind that what is trendy today will probably look dated 10 years from now.

Observation: There is hesitation from some property owners to renovate and restore their buildings.

Recommendations:

- When the survey has been completed work with a representative from the State Historical Fund and the Main Street design committee to determine grant opportunities for property owners. Another option would be to approach local banks and pursue low interest loans for façade improvements.

- Provide printed and electronic examples, available for download on Lamar Partnership Inc.’s website, of vital downtowns that have restored their historic downtown buildings to reflect the community’s original history. It is important to show property owners the advantages of downtown revitalization by featuring towns that have embraced historic preservation.

Observation: The Davies Hotel is a huge asset to the downtown district that is underutilized by the community.

Recommendation: Enter the hotel in CPI’s most endangered places to generate media attention to the property. The video that is made featuring the hotel’s “colorful” history and rich architectural details can be used to promote the property to future investors.

Observation: There is not visual continuity in the improvements made to the downtown. It is critical to identify a historic ethic for downtown
rather than a theme that encourages a variety of building styles, complimentary colors, while reflecting the buildings original architecture.

**Recommendations:** The community should be involved in an Architectural Analysis that can be used to break down the elements of design (lighting, signage, color palettes, awnings, façade improvements, street furniture). There will also be an education piece included in the Architectural Analysis process to highlight the importance of architectural integrity in the downtown based on proportion, scale, detailing, continuity, and coordination.

- It is very important to preserve your district’s character. Be sure improvements reinforce Lamar’s heritage.
- Get the community involved and ask everyone’s opinion. There is less possibility of community push back if everyone feels they can openly voice their opinion. It will also reinforce how the community as a whole wants to represent itself.
- Keep it simple! Look at Main Street as a single entity that incorporates a variety of authentic architectural styles, colors, signs, and lighting. Using the principles of design as a basis will ensure that good design is being practiced, avoiding the overly exuberant storefront schemes of today that will look silly and out of place tomorrow.

**Basic Principles of Design include:**

- **Focal Point:** is an area that first attracts attention in a composition. This can be by contrast of values, more colors, and placement in the format.

- **Balance:** is a feeling of visual equality in shape, form, value, color, etc. Balance can be symmetrical or evenly balanced or asymmetrical and un-evenly balanced.

- **Unity:** brings together a composition with similar units and creates a cohesive look.

- **Contrast:** offers some change in value creating a visual discord in a composition.

**Directional Movement:** Visual flow through the composition. It can be the suggestion of motion in a design as you move from object to object by way of placement and position. Directional movement can be created with a value pattern. It is with the placement of dark and light areas that you can move your attention through the format. In a façade design this can help highlight merchandise and signage.

**Rhythm:** When objects, shapes or colors are repeated.

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### Funding Mechanisms

**Potential Sources of Funds include the following list**

- **OPERATING/MARKETING/ORGANIZATION/PROMOTIONS**
  - **Repeal of Sales Tax Vendors’ Fee:** Each business that collects sales tax is entitled to retain a 3 1/3 percent “vendors’ fee” to help cover the cost of filing said taxes. Many municipalities have passed an ordinance to repeal this vendors’ fee and the City retains the 3 1/3 percent fee. If the fee is repealed it is only to be used to market or support the merchant community. The money could be used to help fund some of the recommendations made in this report.
  - **Booth Fees:** These are charges applied to concessionaires at events, parades, community gathering places.
  - **Heritage Tourism Office/Colorado Tourism Office Grants:** The umbrella organization 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.
  - **Regional Heritage Tourism Collaboration:**
Southeast Colorado Regional Heritage Task Force (SECORHT) is the regional heritage tourism organization for the Lower Arkansas Region, providing marketing through brochures, publications, a website, and regional training for collaborating organizations, local governments, and businesses.

- **Research grant opportunities for personnel**: Lamar should create a list of stakeholders, potential partners, etc. and determine where to look for funding, training, collaboration, etc. Perhaps other opportunities for human resources exist through AmeriCorps, Vista, Universities, or other agencies that provide interns (Best & Brightest).
- **Southeast Colorado Council of Governments (SECED)**: SECED can assist the business community with low interest loans for new businesses and business expansion. They can also assist with helping businesses access Enterprise Zone Tax Credits.

**PUBLIC/PRIVATE INFRASTRUCTURE**

- **Tax Assistance from City’s General Fund**: Allocate specific funds for the downtown improvements or incentives to businesses and property owners.
- **CDOT Planning and Management Region**: If not already involved, get involved in the STIP process for funding of transportation improvements, such as traffic relief routes, streetscape/pedestrian improvements, widening of existing corridors, bike lanes, etc. If possible get someone from the City Council or staff appointed to a regional committee.
- **Energy and Mineral Impact Assistance Funding for public infrastructure**: These funds could assist the community with public infrastructure improvements, such as streetscape.
- **Community Development Block Grant Funding for public facilities**: These funds are available for ADA improvements in downtowns, e.g. handicapped corners at intersections, ramps, etc.
- **SECED Facade Loans**: This regional council of governments has a program which provides loans for facade improvements up to $5,000.
- **State Historical Fund (SHF)**: Colorado’s State Historic Fund offers grant funding for Historic Structure Assessments (HSA) to determine the historic character of an historic building or feature, as well as grant funds for restoration of historic assets consistent with an HSA. SHF also provides funding for surveying historic resources, such as the historic buildings in a downtown area, for example.
- **Colorado Preservation, Inc. (CPI)**: This statewide nonprofit organization supports and has resources for educating, documenting, obtaining, and restoring historic and archaeological resources in communities. One of CPI’s most valuable roles is the ability to bring partners together to make a project successful.

**BUSINESS DEVELOPMENT AND ECONOMIC RESTRUCTURING**

- **Governor’s Office of Economic Development and International Trade**: This agency has several programs from economic development assessments to small business development centers. PCDI is working with their regional business representative to schedule an assessment in early 2011.
- **Research the benefits of SECED’s existing Enterprise Zone, which can provide low interest loans for new businesses and business expansion and Enterprise Zone Tax Credits.**
- **EPA Brownfields Program**: This program provides direct funding for brownfields assessment and cleanup. Jesse Silverstein of the Colorado Brownfields Foundation is a valuable resource to assist with assessing sites and engaging partners for gaining financial assistance on specific sites and projects.
- **Governors Energy Office (GEO) and USDA Rural Development (RD) Energy Programs**: Both agencies have new funding programs to retro-fit both public and business HVAC and lighting systems. Lamar businesses could utilize new technology and renewable energy sources to reduce costs. The City could convert 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 with startup, expansion and relocation.

Other sources for grant funds -

**USDA Rural Development** (Rural Business Opportunity Grant and Rural Business Enterprise Grant, as well as others);

**Foundations:** El Pomar Foundation; Anschutz Family Foundation, Boettcher Foundation.

Consider attending a regional Rural Philanthropy Days to identify sources and begin relationship-building with funders for economic development projects.

Other Resources, e.g. Downtown Colorado, Inc., and other non-profits: As a member of Downtown Colorado, Inc. and as a Mainstreet Community, Lamar will continue to be eligible for DCI services, training, and educational programs.

Additionally, Lamar should access the benefits of the Colorado Development Network (CDN), a collaboration of DCI, Colorado Brownfield Foundation (CBF), and Colorado Rural Development Council (CRDC).

**Participating Stakeholders**

City
County
Prowers County Development Inc. (PCDI)
Chamber
Businesses in District
Financial Institutions (6 in the area)
Businesses in region
Farmers
Organizations
Arts Council
Southeast Colorado Enterprise Development (SECED)
LCC
Schools
Churches
Hospice
Hospital & Clinic
Agricultural Associations
Eagles, Elks, Rotary, JC, Masons
Neighboring Communities
Residents
Sportsman
South East Colorado Organization of Recreation and Tourism (SECORT)

**Team Member Bios**

**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 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 outreach programs and works to develop collaborative partnerships with elected officials, residents, businesses, institutions, and organizations. Christy works with communities, monitoring conservation trust fund compliance reports, community service block grant applications, and assisting local governments and community members in identifying and accessing technical and financial resources at the local, state, and federal level. Christy received her Master’s from the University of Colorado at Denver in Political Science with an Emphasis in Politics and Public Policy. Her final project focused on planning for small communities and was a finalist in the Colorado City and County Manager’s Association’s Best Master’s Project competition. Prior to taking a job at DOLA, Christy was an intern in Town of Poncha Springs through the University of Colorado at Denver’s Best and Brightest Program.

**Michael Hussey**  
Manager of planning and landscape architecture, Nolte Associates

Michael is the manager of planning and landscape architecture for the Colorado Springs office of Nolte Associates, Inc. Michael has over 30 years of experience in a wide variety of urban design, landscape, planning, environmental engineering, and architectural projects. He has worked on urban development and renewal, and downtown streetscape improvement projects including Billings, Montana (downtown), Colorado Springs (Downtown BID), Avon (Town Center), Manitou Avenue (Manitou Springs downtown), Monte Vista (downtown), Broomfield (US 287), and Fountain (US 85). Project responsibilities have included grant opportunity identification and application, master planning, urban and site design, and construction observation and management. Michael has participated in numerous CCRA workshops and conference programs, and has served as a CCRA/DOLA team member on several Community Revitalization Program (CRP) visits. Michael is also the co-author of “Grow Native,” one of the earliest Colorado xeriscape landscape guides, and has worked on a number of award winning projects – including the Colorado Springs Downtown Business Improvement District and Manitou Avenue.

**Lee Merkel**  
Southeastern Regional Manager, Department of Local Affairs

As a member of DOLA’s field staff, Lee works with local governments in southeast Colorado to assist them in finding solutions to their needs and challenges. DOLA offers technical and financial assistance to communities, especially those in the rural areas of Colorado. He has twenty five years of experience with local government project planning, financial and budget administration, public works, water and sewer utility issues, community development, and intergovernmental relations. Lee was born and raised in Northeastern Ohio and moved to Colorado in 1974 after graduating from Wittenberg University with a B.A. in Political Science. Attending the University of Colorado, he earned an MPA with an emphasis in Urban Administration in 1977. He has served as a local government administrator for Rifle, Garfield County, Basalt, Granby, Englewood, Dillon, and Ouray. He joined the Colorado Department of Local Affairs in 2002, serving the southeast region from the Pueblo field office. Lee enjoys camping, hiking, skiing, running, music, movies, and traveling.

**Anne Ricker**  
Principal, Ricker Cunningham

With extensive experience in real estate market analysis, urban redevelopment and vision building for public and private sector clients, Anne has a keen sense of both the facts and the possibilities that lead to successful projects and sound investment. A member and speaker for the Urban Land Institute, International Downtown Association and American Planning Association, Anne focuses on assisting communities and the investors within them by preparing strategies for development and redevelopment and identifying partner roles and resources.

From 1993 until 2010, Anne and Bill worked together to expand the geographical scope of Leland Consulting Group, a leading real estate consulting firm, which originated in the Pacific Northwest. As an owner and managing principal for the firm, she helped clients understand opportunities for and barriers to investment, while defining tools and tactics to achieve success. Anne began building her deep portfolio of alternative approaches as a former senior associate in the international real estate advisory services division of
Laventhol & Horwath (L&H) where she managed teams working with FSLIC and Resolution Trust Corporation (RTC) to identify solutions for problem assets.

**Mike Tupa**  
CSU Community Technical Assistance Outreach  
Mike Tupa, is a landscape architect with over 30 years experience in the design and construction of a wide range of private and public works projects. He has a BS and Masters in Landscape Architecture.  
Within his experience is work for CDOT as their Chief Landscape Architect. As a private consultant Mike provided project design and coordination services for a wide range of clients including Denver Metro Waste Water, D&RGW Railroad, Beaver Creek Resort, and a range of private developers across the Front Range. For the past 6 years Mike has been with CSU managing their Community Technical Assistance Outreach program under contract with DOLA. This program provides design and planning to communities in eastern Colorado using University resources and interns to do the majority of the work. Projects include design and planning of public lands and community buildings. Over the past 4-5 years Mike has helped the Main Street program in Colorado and is an active supporter of enabling our historic downtowns.

**Genevieve Zeman**  
Historic Preservation Assistant, Downtown Colorado, Inc.  
Genevieve Zeman was an interior design intern at Department of Local Affairs for two years helping local governments set goals, make decisions, and create conceptual designs to meet the needs and vision of the local communities. She received her bachelor’s degree in Interior Architecture from Colorado State University in May of 2009. She is very passionate about sustainable design practices and obtained LEED Accreditation in June of last year. Genevieve joined Downtown Colorado, Inc. in March of 2010 as the Historic Preservation Assistant. She has lived in Colorado for about 10 years, and hopes to continue to work in commercial design assisting the wonderful communities throughout Colorado.
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Please contact DCI for electronic copies.
Dear Community Leader:

Thank you for your interest in revitalizing the downtown, the heart of your community. The board and staff of Downtown Colorado, Inc. (DCI) would like to commend you on your initiative to focus your resources and planning efforts towards the enhancement of the living room of your community. Throughout the appendices you will find tools to assist you in implementing the recommendations listed in this report. We suggest that you hold a community meeting and use the attached tools to facilitate moving forward.

- Action Matrix: This breaks the recommendations down into a step-by-step process identifying timeline, action item, measure of success, initiator, and potential partners
- Shop Local Campaign Development and Shop Local Matrix
- Menu of Technical Assistance: The menu of technical assistance is to provide ideas or a sampling of what DCI has facilitated.
- Stakeholders Analysis: This form is used to analyze community information to ascertain which entities are most important to the downtown and/or project and how best to approach them.
- Volunteers by Stakeholder Group: This allows you to identify volunteers that link your organization to groups that are key to your project.
- Volunteer by Desired Skill: This allows you to review the skills you need and which volunteers can fill that need. It also allows you to identify the skills that remain unmet in your pool of volunteers.
- Potential Partners: For each project, a partner list should be generated to ensure that you have tapped all possible resources.
- Strategic Event Planning Matrix: This allows you to list objectives and for each event to make sure that all objectives are being met, and all events are serving a purpose.
- Strategic Event Planning Calendar: This reviews all events on a timeline to ensure a well-rounded calendar.
- Downtown Organization Board Responsibilities and Job Descriptions: Highlights the responsibilities of a board of directors and the officers that serve the organization.
- Downtown Manager Job Description: Identifies skills needed and activities required to manage a downtown organization.
- Downtown Manager Evaluation: allows the downtown organization to evaluate the effectiveness of the Downtown Manager.
- Organizational Succession Planning: Encourages consistency in leadership through transition.
- 5 Steps for Improved Communications
- Sample Press Release
- Communication Strategy Matrix: Identifies the various modes of communication and the tools to make contact.
- Communication Planning Form: For each event or project, this form encourages you to think about communications in advance and to develop a clear message.
- List of Resources: A list of organizations and which services they might provide.

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

Thanks,

Katherine Correll
<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>Utilize stakeholder analysis results to develop communications plan.</td>
<td>Create talking points by target audience</td>
<td>LPI Board</td>
<td>LPI Staff and Board</td>
</tr>
<tr>
<td>1-3 M</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>LPI Marketing</td>
<td>LPI Organization committee</td>
</tr>
<tr>
<td>1-3 M</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>LPI Staff</td>
<td>LPI Board</td>
</tr>
<tr>
<td>1-3 M</td>
<td>Create tracking sheet to monitor board member meeting, event, sponsorship, etc.</td>
<td>Begin completing the tracking form by month 3, 2010.</td>
<td>LPI Staff</td>
<td>LPI Organization committee</td>
</tr>
<tr>
<td>1-3 M</td>
<td>Create board agenda that includes the four points of Main Street as fixed items for committee reports in addition to more fluid topics.</td>
<td>Utilize new agenda after month 6.</td>
<td>LPI Board President</td>
<td>LPI Staff and Board</td>
</tr>
<tr>
<td>1-3 M</td>
<td>Develop a Main Street Committee Member job description and contract to clarify the role of each member and the timeframe for the commitment.</td>
<td>Committee Member Job description, Committee member contract</td>
<td>Main Street Manager and committee chairs</td>
<td>Main Street Committees</td>
</tr>
<tr>
<td>1-3 M</td>
<td>Identify 5 to 7 people to serve on each of four committees.</td>
<td>ERC Committee has a regular monthly meeting day, agendas and minutes are posted on the website each month.</td>
<td>Main Street Manager &amp; ERC Chair</td>
<td>ER Committee, economic development groups, chamber</td>
</tr>
<tr>
<td>1-3 M</td>
<td>Request that all committee members sign a one-year contract promising to serve for X number of hours</td>
<td>Committee Contracts in place</td>
<td>Main Street Manager and committee chairs</td>
<td>Main Street Committees</td>
</tr>
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<tr>
<td>1-3 M</td>
<td>Work with each committee to develop a work plan with clear objectives. Use this to develop the overall Lamar Partnership work plan.</td>
<td>Creation of collateral materials highlighting committee activities</td>
<td>Organization Committee</td>
<td></td>
</tr>
<tr>
<td>3-6 M</td>
<td>Utilize volunteer skill assessment to compare existing volunteer/committee member skills to those needed to achieve initial objectives.</td>
<td>Volunteer skills assessment completed</td>
<td>LPI Board</td>
<td>LPI Staff and Board</td>
</tr>
<tr>
<td>3 - 6 M</td>
<td>Plan community 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>LPI Board President</td>
<td>LPI Staff and Board</td>
</tr>
</tbody>
</table>

Organization

<table>
<thead>
<tr>
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<tbody>
<tr>
<td>1 - 3 m</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>LPI Main Street program materials incorporated into collateral material packets.</td>
<td>LPI Organization committee</td>
</tr>
<tr>
<td>1-3 M</td>
<td>Schedule monthly / quarterly informational meetings; share the differences between Main Street and the URA at one of these meetings</td>
<td>Meeting Schedule and Agendas</td>
<td>Main Street - ERC Committee in partnership with the URA</td>
</tr>
</tbody>
</table>
## Lamar Action Matrix: Organization

<table>
<thead>
<tr>
<th>Timeframe</th>
<th>Task Description</th>
<th>Details</th>
<th>Responsible Parties</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-3 M</td>
<td>Request information on different types of revitalization structures/tools to understand difference between the Main Street and Urban Renewal Programs; prepare a matrix highlighting differences; share information with stakeholders in area</td>
<td>Fact Sheet (matrix), Information distributed to partner orgs, placed in public venues, and agenda from public meeting explaining the differences.</td>
<td>Main Street - ERC Committee in partnership with the URA and City</td>
</tr>
<tr>
<td>1 - 3 M</td>
<td>Use current information to develop more comprehensive info packet for LPI.</td>
<td>Includes Member directory, sponsorship information, list of events, LPI/DAP 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>LPI Organization committee</td>
</tr>
<tr>
<td>3 - 6 M</td>
<td>Begin Quarterly updates 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>LPI Staff, City Council, Members</td>
</tr>
<tr>
<td>3 - 6 M</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>LPI Marketing staff</td>
</tr>
<tr>
<td>3 - 6 M</td>
<td>Establish a schedule of updating various organizations on the goings-on of downtown</td>
<td>Regular downtown agenda item at city and chamber meetings</td>
<td>Organization Committee, Promotions Committee, businesses, City, Chamber</td>
</tr>
<tr>
<td>3 - 6 M</td>
<td>Develop a form to be completed by businesses to share information about issues, initiatives, and desired programming to be shared with other organizations</td>
<td>Creation of business information form, including event name, contact information, follow-up needed</td>
<td>Organization Committee, Promotions Committee, businesses</td>
</tr>
</tbody>
</table>
### Lamar Action Matrix: Organization Cont./Promotions

<table>
<thead>
<tr>
<th>Timeframe</th>
<th>Description</th>
<th>Measurement</th>
<th>Initiator</th>
<th>Potential Partners</th>
</tr>
</thead>
<tbody>
<tr>
<td>3 - 6 M</td>
<td>Conduct member survey to determine what services businesses and organizations like, need, or don’t appreciate.</td>
<td>Completed survey (55% of membership completed).</td>
<td>Chamber</td>
<td>LPI Staff and Board</td>
</tr>
<tr>
<td>3 - 6 M</td>
<td>Make information available in various forms</td>
<td>Updated material posted on the website. Material informing new businesses of LPI printed and distributed</td>
<td>Organization Committee</td>
<td></td>
</tr>
<tr>
<td>3 - 6 M</td>
<td>Create a document highlighting LPI 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>LPI Organization Committee</td>
<td>LPI Staff and Board</td>
</tr>
<tr>
<td>12+ M</td>
<td>Create annual report with achievements listed by Four Points.</td>
<td>Report completed and available (at least by PDF) and a presentation held at membership meeting</td>
<td>LPI Staff</td>
<td>LPI Board</td>
</tr>
</tbody>
</table>

**Promotions**

<table>
<thead>
<tr>
<th>Timeframe</th>
<th>Description</th>
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</tr>
</thead>
<tbody>
<tr>
<td>1 - 3 m</td>
<td>Identify and plan meeting with all organizations hosting events and complete the strategic event matrix.</td>
<td>Meeting announcement, agenda, and completed matrix. Clear event objective exist and frame the event planning on a community-wide level.</td>
<td>Promotions Committee</td>
<td>event organizers, related non-profit organizations, community business and tourism groups, City, County, citizens</td>
</tr>
</tbody>
</table>
Lamar Action Matrix: Promotions Cont.

<p>| Promotions Committee | Event Information Form | Requirements for submission are located on the website and on form for receiving and filing forms. | Establish timeline and acceptable forms for submission for example: forms due at least 6 months prior to the event, can be faxed in or hand delivered. Set up a system in the office for receiving and filing forms. | Schedule a meeting with the various organizations in the community to begin identifying vision for the downtown area. | Inventory products and services downtown and create material to highlight them. | Inventory parking options of main street. | Forms easily located | Requirements for submission are located on the website and on form for receiving and filing forms. | Announcement and agenda for visioning session. 25% of identified stakeholders participate. | Map identifying various parking alternatives, including on-street and off street options. | Material can be downloaded from the website; printed maps available in downtown businesses, LPI office, chamber, city hall. | 1-3 m | 1-3 m | 1-3 m | 1-3 m | 1-3 m | 1-3 m | 3-6 m | 1-3 m | 1-3 m | 1-3 m | 1-3 m |</p>
<table>
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<tbody>
<tr>
<td>3 - 6 m</td>
<td>Create materials identifying products and services located downtown.</td>
<td>Information located on website and in printed form. Printed material of products and services available in hotels, at LPI office, city hall, Chamber office, visitor center</td>
<td>Promotions Committee</td>
<td>Businesses, Chamber, PCDI</td>
</tr>
<tr>
<td>6 - 12 m</td>
<td>Engage branding professional to facilitate a brainstorming session with key community reps. to determine important elements of brand and create brand based on this input.</td>
<td>Brand is incorporated into all elements of promotion of the community.</td>
<td>Promotions Committee</td>
<td>event organizers, related non-profit organizations, community business and tourism groups, City, County, citizens</td>
</tr>
<tr>
<td>Economic Restructuring</td>
<td></td>
<td></td>
<td></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>12+ M</td>
<td>Contact residential brokers in the area and request that they share sales activity information (historical and on-going); monitor residential building permits; interview home builder groups (if any) about impending projects, pent-up demand, and challenges to delivery of products to the market</td>
<td>Input for Main Street database related to existing and new housing inventory</td>
<td>City of Lamar and ER committee chair</td>
<td>PCDI, Community College, housing authority</td>
</tr>
<tr>
<td>12+ M</td>
<td>Identify potential funding sources for a housing study and solicit matching dollars from area organizations</td>
<td>Grant dollars for a housing study, Monetary support for a housing study</td>
<td>City of Lamar and ER committee chair</td>
<td>PCDI, Community College, housing authority</td>
</tr>
<tr>
<td>Timeframe</td>
<td>Task Description</td>
<td>Mission Statement</td>
<td>Responsible Party/Leadership</td>
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<tr>
<td>12+ M</td>
<td>Meet with representatives from all economic development organizations in the region; share the data gathered (illustrating gaps in product types); request policy support for housing development as an economic development goal</td>
<td>Economic development mission statement that includes diverse housing as a strategic goal</td>
<td>ER committee chair PCDI, Chamber, Community College, housing authority</td>
<td></td>
</tr>
<tr>
<td>12+ M</td>
<td>Research programs offered in other Colorado communities, as well as other communities across the country designed to encourage residential reinvestment (sources: ULI, APA, International Downtown Association, housing authorities, etc.)</td>
<td>Residential incentive program and dedicated revenue streams</td>
<td>City of Lamar and Prowers County PCDI, Chamber, Community College, housing authority</td>
<td></td>
</tr>
<tr>
<td>12+ M</td>
<td>Identify consultants experienced in retail analyses; draft and issue request for proposal; adapt findings to a tenanting strategy for Main Street; share product gap information with existing business owners, small business support groups, lenders, etc.</td>
<td>Retail market analysis</td>
<td>City of Lamar MS ER, public and businesses, PCDI, Community College</td>
<td></td>
</tr>
<tr>
<td>12+ M</td>
<td>Identify competitive communities for retail, service and industrial businesses; define a prototypical space; contact the competitive communities; synthesize input; if more costly identify ways to discount rates</td>
<td>Comparative analysis</td>
<td>PCDI MS ER, public and businesses, community College</td>
<td></td>
</tr>
<tr>
<td>12+ M</td>
<td>This type of program needs to first be vetted by the City’s attorney to ensure it is lawful (state law and charter); then Council needs to decide if it wants to take this aggressive action that essentially requires owners of vacant property to pay higher taxes</td>
<td>Resolution establishing a vacant property taxation program, or comparable initiative</td>
<td>City of Lamar PCDI, MS ER, public and businesses, community College</td>
<td></td>
</tr>
<tr>
<td>Timeframe</td>
<td>Activity Description</td>
<td>Output</td>
<td>Responsible Party</td>
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<tr>
<td>12+ M</td>
<td>Update the market demand information prepared in the context of the urban renewal plan process and share the information with property owners in the area; if resources are available, retain the services of a market professional to update the analysis</td>
<td>Updated market analysis</td>
<td>ER committee, PCDI, Community College, City</td>
<td></td>
</tr>
<tr>
<td>12+ M</td>
<td>Prepare materials about establishing a BID, the performance of BIDs in other communities, the implications for Lamar Main Street property owners and share with stakeholders</td>
<td>Education materials</td>
<td>ER committee, PCDI, Community College, City</td>
<td></td>
</tr>
<tr>
<td>12+ M</td>
<td>Either independently, or with the assistance of economic development staff, identify other incubator programs in the country; contact operators; document lessons learned</td>
<td>Incubator case study research; list of “hard” and “soft” dollars for building retrofit and salary of administrator (e.g., Denver, CO, Sandhill, ID, Lincoln County, MT)</td>
<td>ER committee, PCDI, Chamber, Community College, City</td>
<td></td>
</tr>
<tr>
<td>12+ M</td>
<td>Prepare a list of businesses to interview; prepare interview questions; conduct interviews; synthesize input</td>
<td>List of potential incubator services</td>
<td>ER committee, PCDI, Chamber, Community College, City</td>
<td></td>
</tr>
<tr>
<td>12+ M</td>
<td>Prepare a list of businesses to send survey to; prepare survey questions; distribute surveys; synthesize input</td>
<td>Survey mechanism; list of potential cottage industries</td>
<td>ER committee, PCDI, Chamber, Community College, City</td>
<td></td>
</tr>
<tr>
<td>12+ M</td>
<td>In association with area economic development professionals define a program for the incubator; acquire site / facility, if necessary using TIF dollars; solicit incubator dollars for building retrofit (construction); hire administrator; market space</td>
<td>Identification of potential incubator sites / facilities; site acquisition</td>
<td>ER committee, PCDI, Chamber, Community College, City</td>
<td></td>
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</tbody>
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<table>
<thead>
<tr>
<th>Timeframe</th>
<th>Task Description</th>
<th>Research/Outcome</th>
<th>Responsible Parties</th>
</tr>
</thead>
<tbody>
<tr>
<td>12+ M</td>
<td>Work with City planning and zoning staff to review existing codes for potential barriers to development; identify barriers if any; prepare amended language that eliminates obstacles</td>
<td>Code analysis; code amendments</td>
<td>City of Lamar ER committee, PCDI, Community College, business and property owners</td>
</tr>
<tr>
<td>12+ M</td>
<td>Contact property owners in area; schedule interior visits; note potentially eligible buildings / spaces</td>
<td>Inventory of rehab-eligible buildings</td>
<td>City of Lamar ER committee, PCDI, Community College, business and property owners</td>
</tr>
<tr>
<td>12+ M</td>
<td>Retain an architect familiar with adaptive reuse; revisit eligible buildings; share costs with property owners; identify financing resources to assist with rehab of spaces; market spaces</td>
<td>Architectural report on adaptability of buildings and associated costs</td>
<td>Main Street Manager MS Architect</td>
</tr>
<tr>
<td>12+ M</td>
<td>As part of a larger educational program for property owners, document findings from research and resources available to assist with rehab of spaces</td>
<td>Applications for TIF</td>
<td>City of Lamar /Urban Renewal Authority ER and Design committee</td>
</tr>
<tr>
<td>1-3 M</td>
<td>Identify individual professionals to participate in program as interviewers and interviewees; synthesize input</td>
<td>Interviewees and Interviewers Lists; Qualitative Input on Region’s Business Climate</td>
<td>Main Street – ERC Committee Economic Development Group</td>
</tr>
<tr>
<td>1-3 M</td>
<td>Identify and contact public, private, non-profit, and institutional prospects for sponsorship of flower pots and flowers</td>
<td>List of community groups enlisted to work on flowers and beautification. Funds for Planters and Flowers identified</td>
<td>Chamber, City, 4H, gardening hobby groups Main Street in partnership with the Chamber</td>
</tr>
<tr>
<td>1-3 M</td>
<td>Solicit sponsors for maintenance of pots (schools offering community service hours), service organizations (seniors, scouts, etc.); consider placing plaques on pots identifying sponsor</td>
<td>Adopt a Block Program; Volunteers; Improved Public Realm</td>
<td>Main Street, CSU Extension</td>
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<tr>
<td>1-3 M</td>
<td>Contact DCI regarding communities that had to initiate grassroots programs to finance and maintain improvements on “main street”</td>
<td>Case Study Report</td>
<td>Main Street Manager</td>
</tr>
<tr>
<td>1-3 M</td>
<td>Utilize stakeholder analysis to assess who can bring what to the table</td>
<td>Comprehensive list of data sources and indicators, Stakeholder analysis</td>
<td>ER committee chair</td>
</tr>
<tr>
<td>1-3 M</td>
<td>Identify list of data not currently available and create outline/letter explain the need for additional for additional data</td>
<td>Supplemental data (state demographer, university reports, department of revenue, COGs, etc.)</td>
<td>ER committee chair</td>
</tr>
<tr>
<td>1-3 M</td>
<td>Utilize stakeholder analysis to consider what groups can develop a data base for better data collection</td>
<td>Stakeholder analysis, list of groups working with data bases</td>
<td>Main Street Manager</td>
</tr>
<tr>
<td>1-3 M</td>
<td>Build a database that highlights sources and frequency of updates</td>
<td>Single database, maintained by one organization, but shared with all advocacy groups</td>
<td>Partner identified in previous step</td>
</tr>
<tr>
<td>1-3 M</td>
<td>Assign an individual (or individuals) to gather information and maintain database (electronic)</td>
<td>Single point of contact</td>
<td>ER committee chair</td>
</tr>
<tr>
<td>1-3 M</td>
<td>Utilize profile sheets prepared by Ricker-Cunningham (formerly Leland Consulting Group), modify, maintain and distribute to various audiences (identify audiences) to determine what information should be collected from various groups.</td>
<td>Information data sheets; benchmarks</td>
<td>Main Street - ERC Committee</td>
</tr>
<tr>
<td>Timeframe</td>
<td>Task Description</td>
<td>Responsible Parties</td>
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<tr>
<td>1-3 M</td>
<td>As part of the comprehensive education program referenced throughout (herein), prepare and provide stakeholders with information about Main Street, its resources and role in the community; share materials with other advocacy groups, as well so that they can refer appropriate groups and individuals.</td>
<td>City of Lamar, PCDI, Community College, SBDC, Ricker Cunningham</td>
<td></td>
</tr>
<tr>
<td>1-3 M</td>
<td>While it does not need to be, Main Street could step up and assume the role for coordinating the missions and activities of area advocacy groups, as well as serve as the central location for area market indicators; if not the host, establish a system for sharing data collected.</td>
<td>City of Lamar, PCDI, Community College, SBDC, Ricker Cunningham</td>
<td></td>
</tr>
<tr>
<td>1-3 M</td>
<td>Identify a central location or circulate among offices; perhaps supplement meetings with online links between groups where updates can be posted.</td>
<td>Main Street, PCDI, Community College, SBDC, Ricker Cunningham</td>
<td></td>
</tr>
<tr>
<td>3-6 M</td>
<td>Identify entities and individuals within those entities directly involved in collaborative economic development initiatives; document lessons learned.</td>
<td>City of Lamar and Prowers County, DCI, Main Street, Community College, SBDC, Ricker Cunningham</td>
<td></td>
</tr>
<tr>
<td>3-6 M</td>
<td>Prepare interview script, identify interviewers and interviewees regarding their business operations and opportunities for assistance (expand on active PCDI program, focusing it for merchants in commercial areas).</td>
<td>ER committee chair, DCI, Main Street, Community College, SBDC, Ricker Cunningham</td>
<td></td>
</tr>
</tbody>
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<thead>
<tr>
<th>Timeframe</th>
<th>Task Description</th>
<th>Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>3-6 M</td>
<td>Facilitate a work session with City Council regarding potential criteria that must be met before a project is considered for financial public participation</td>
<td>Public participation criteria</td>
</tr>
<tr>
<td>3-6 M</td>
<td>Collect language from similar documents in other communities and adapt for Lamar based on local conditions and desired outcomes</td>
<td>Incentive policy for City with links to supporting organizations</td>
</tr>
<tr>
<td>6-12 M</td>
<td>Once all of the Main Street committees have been formed, meet and prepare a comprehensive list of potential capital projects and prepare a phased budget</td>
<td>TIF set-aside fund</td>
</tr>
<tr>
<td>6-12 M</td>
<td>Work with other advocacy organizations to identify dollars available for community redevelopment; meet with area banks regarding the availability of CRA dollars; solicit grants from area foundations (El Pomar)</td>
<td>Matching funds</td>
</tr>
<tr>
<td>6-12 M</td>
<td>Expanding on the education topics addressed throughout this action plan, prepare materials that highlight the necessity for property reinvestment in order to grow revenue for Main Street improvements</td>
<td>Education program and supporting materials</td>
</tr>
<tr>
<td>Timeframe</td>
<td>Task Description</td>
<td>Result</td>
</tr>
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<td>-----------</td>
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</tr>
<tr>
<td>6-12 M</td>
<td>Work with City planning staff to prepare a retail / commercial overlay district that reaches beyond the Main Street boundaries; define the purpose of the district to be the foundation for a Main Street zoning district (in the future) and near-term for marketing, promotion and education; solicit Council approval (adoption)</td>
<td>Retail / commercial overlay district (Council adopted)</td>
</tr>
<tr>
<td>6-12 M</td>
<td>Prepare a mailing list of all commercial property owners and businesses within and outside the Main Street district, but within the City's commercial corridors</td>
<td>Comprehensive mailing list of merchants</td>
</tr>
<tr>
<td>6-12 M</td>
<td>Prepare a map that illustrates the Main Street and Urban Renewal Area boundaries and include them in education materials defining the resources of both entities</td>
<td>Single map of all boundaries for programs impacting properties in commercial areas of City</td>
</tr>
<tr>
<td>6-12 M</td>
<td>When and if feasible, either expand Main Street district or identify commercial zone with another district *URA) for public enhancements</td>
<td>Extended improvement zone</td>
</tr>
<tr>
<td>6-12 M</td>
<td>Identify consultants experienced in retail analyses; draft and issue request for proposal; adapt findings to a tenanting strategy for Main Street; share product gap information with existing business owners, small business support groups, lenders, etc.</td>
<td>Retail market analysis</td>
</tr>
<tr>
<td>6-12 M</td>
<td>Investigate similar programs in other communities and model the same for Lamar</td>
<td>Greater insight on shopper perceptions; adapted merchandising programs</td>
</tr>
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</tr>
<tr>
<td>6-12 M</td>
<td>Issue a newsletter, fax alert, e-mail notice (or other) with findings from advocate and distribute to citizens</td>
<td>Education materials</td>
</tr>
<tr>
<td>6-12 M</td>
<td>During regularly scheduled meetings with merchants, identify products to promote on scheduled days or months, advertise prices and promise to beat any other price</td>
<td>Coordinated merchandising, marketing and promotion program</td>
</tr>
<tr>
<td>6-12 M</td>
<td>After completing interviews with merchants and property owners, compile a list of barriers to investment and / or reinvestment (categorize them as – market, physical, financial, regulatory, political and organizational)</td>
<td>Barriers to investment report</td>
</tr>
<tr>
<td>6-12 M</td>
<td>Solicit the assistance of redevelopment professionals who can assist with identification of strategic initiatives; present these to necessary boards and councils; request funding set asides for financial barriers</td>
<td>Strategic plan for Main Street reinvestment</td>
</tr>
</tbody>
</table>
### Lamar Action Matrix: Economic Restructuring Cont./Funding Mechanisms

<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>6-12 M</td>
<td><strong>Prepare an interview script designed to solicit input on past efforts (successes and failures) to invest and reinvest; assemble list opportunities and challenges; supplement findings with input from merchant and property owner interviews and incorporate into a single strategic document for Main Street</strong></td>
<td><strong>Addendum to barriers to investment report (above)</strong></td>
<td><strong>Main Street ER, Urban Renewal Authority</strong></td>
<td><strong>CCCD, Community College, PCDI, and City of Lamar</strong></td>
</tr>
<tr>
<td></td>
<td><strong>Meet to discuss findings from the market analysis that can inform marketing and merchandising efforts</strong></td>
<td><strong>Informed merchants</strong></td>
<td><strong>Main Street ER with the City of Lamar</strong></td>
<td><strong>Chamber, CCCD, Community College, PCDI, and City of Lamar</strong></td>
</tr>
<tr>
<td>6-12 M</td>
<td><strong>Identify experts in the community that are willing to either provide probono or at a discounted rate services associated with merchant website design and marketing programs</strong></td>
<td><strong>Stronger marketing infrastructure for merchants</strong></td>
<td><strong>Main Street ER</strong></td>
<td><strong>Chamber, CCCD, Community College, PCDI, and City of Lamar</strong></td>
</tr>
</tbody>
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<thead>
<tr>
<th><strong>Funding Mechanisms</strong></th>
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<tbody>
<tr>
<td><strong>Time</strong></td>
<td><strong>Action Item</strong></td>
<td><strong>Measurement of Success</strong></td>
<td><strong>Initiator</strong></td>
<td><strong>Potential Partners</strong></td>
</tr>
<tr>
<td>1-3 M</td>
<td><strong>Research the benefits available for Enterprise Zone Tax Credits available through SECED</strong></td>
<td><strong>Increase Downtown Businesses use of the program</strong></td>
<td><strong>Mainstreet Manager</strong></td>
<td><strong>Chamber of Commerce, SECED, City Staff</strong></td>
</tr>
<tr>
<td>1-3 M</td>
<td><strong>Hold meeting with downtown businesses/property owners to explain benefits available from Brownfields programs for site assessment and cleanup</strong></td>
<td><strong>Number of properties which are assessed and mitigated</strong></td>
<td><strong>City, Volunteer Marketing Specialist</strong></td>
<td><strong>Colorado Brownfields Fndtn. Building Inspector, SECED,</strong></td>
</tr>
<tr>
<td>Time Frame</td>
<td>Activity Description</td>
<td>Outcome</td>
<td>Responsible Parties</td>
<td></td>
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</tr>
<tr>
<td>1-3 M</td>
<td>Engage OEDIT in discussion of downtown planning and energy with collaborators so that it's a focal point of assessment in early 2011</td>
<td>Downtown Issues are included in assessment program</td>
<td>Mainstreet Manager and DoLA Regional Manager, PCDI, DoLA, SECED</td>
<td></td>
</tr>
<tr>
<td>3-6 M</td>
<td>Engage with State Historic Fund and opportunities with historic restoration of assets in downtown upon completion of Historic Survey</td>
<td>Number of buildings that are targeted for collaborative projects to restore and revitalize</td>
<td>City, DoLA Regional Mgr, Bd. Of Directors, Local Historical Society/DoLA/SHF/SECED</td>
<td></td>
</tr>
<tr>
<td>3-6 M</td>
<td>Identify Facades which may be prime for improving</td>
<td>How many property owners/business owners are interested in available resources to assist them in making improvements</td>
<td>Chamber of Commerce/Downtown Bd. Of Directors, SECED, SBA, Local Banks, Bldg. Inspector</td>
<td></td>
</tr>
<tr>
<td>3-6 M</td>
<td>Meet with SECORHT Board and Staff to Discuss and strategize on joint interest in Heritage Tourism and historic resources in Lamar Downtown</td>
<td>Success of Discussion w/SECORHT and joint efforts and materials that result from collaboration</td>
<td>Downtown Bd. Of Directors/ Mgr, SECORHT/CTO/Heritage Tourism Group</td>
<td></td>
</tr>
<tr>
<td>6-12 M</td>
<td>Research opportunities for EIAF and CDBG grant assistance with appropriate improvements for public facility needs in Downtown Lamar</td>
<td>Applications submitted and grants received</td>
<td>City staff and council, Downtown staff and board, DoLA Regional Manager, SECED, DCI</td>
<td></td>
</tr>
<tr>
<td>12-18 M</td>
<td>Participate in STIP and Prioritization of CDOT Funding for regional transportation improvements</td>
<td>Placement of Lamar Downtown Improvements in 5-year Plan</td>
<td>City staff and council, Downtown staff and board, Businesses, Chamber of Commerce, PCDI, CDOT, SECED</td>
<td></td>
</tr>
<tr>
<td>Design</td>
<td>Action Item</td>
<td>Measurement of Success</td>
<td>Initiator</td>
<td>Potential Partners</td>
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<tr>
<td>0-6 mo</td>
<td>Downtown Committees meet to map out available space and identify who can benefit from this redevelopment idea. Meet to discuss and chart out a course of action for identifying which alley ways and public space can be utilized.</td>
<td>list and map of available spaces are developed. Agenda for discussion on how to better utilize public space.</td>
<td>Main Street manager</td>
<td>Downtown merchants, property owners, design committee and town staff</td>
</tr>
<tr>
<td>0-6 mo</td>
<td>Plan for initial solutions to heavy downtown traffic and plan for future solutions to create a bypass for heavy truck traffic. Meet with CDOT and Chamber and Town Staff to outline specific avenues of action that would address short term and long term solutions to the heavy truck traffic situation.</td>
<td>Agenda for items to discuss with CDOT</td>
<td>City Staff and CDOT</td>
<td>Main Street Manager, Design Committee and representatives from merchant group</td>
</tr>
<tr>
<td>12+ M</td>
<td>Request that the Urban Renewal Authority set-aside TIF revenues exclusively for property owners who intend to improve their facades; promote the availability of funds once pallet has been defined; establish criteria for meritorious projects; seek supplemental matching dollars from other federal, state and regional sources.</td>
<td>Facade program samples collected, proposal for facade program guidelines on City Council agenda.</td>
<td>Main Street</td>
<td>MS Architect, historical society</td>
</tr>
<tr>
<td>12+ M</td>
<td>Work with City planning and zoning staff to review existing codes for potential barriers to outdoor dining; identify barriers if any; prepare amended language that eliminates obstacles.</td>
<td>Amended zoning language and code update</td>
<td>City of Lamar</td>
<td>MS ER and Design, public and businesses</td>
</tr>
<tr>
<td>12+ M</td>
<td>Work with an area architect/urban designer to prepare a prototype patio layout, entering on the street and wrapping the corner; share concept design with Main Street restaurant owners</td>
<td>Patio prototype designs</td>
<td>City of Lamar</td>
<td>MS ER and Design, public and businesses, urban designers</td>
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<tr>
<td>12+ M</td>
<td>Design a lighting program for trees and building facades; coordinate colors and sizes; encourage private property owners to pay for lighting materials; host a decorating day and get it done at once; for absentee owners, contact them and request permission to decorate their building</td>
<td>Main Street lighting program</td>
<td>MS ER and Design,</td>
<td>Chamber, public and businesses, urban designers</td>
</tr>
<tr>
<td>12+ M</td>
<td>Investigate the availability of resources to underground utilities; begin earmarking dollars from a specified source to match private dollars from new redevelopment projects to underground utilities; conduct research of repeatable programs from other communities (e.g., Dubuque, IA)</td>
<td>Undergrounding program and identified funding source</td>
<td>City of Lamar and Prowers County</td>
<td>MS ER and Design, public and businesses, urban designers</td>
</tr>
<tr>
<td>12+ M</td>
<td>Similar to the program described above, this regulating action establishes a minimum standard for properties and when not maintained to these standards, property owners incur significant fines; again the City attorney and Council needed to be consulted regarding their comfort with this type of program</td>
<td>Resolution establishing a minimum standard amendment to code, or comparable initiative</td>
<td>City of Lamar</td>
<td>MS ER and Design, public and businesses</td>
</tr>
</tbody>
</table>
### Lamar Action Matrix: Design Cont.

<table>
<thead>
<tr>
<th>Timeframe</th>
<th>Activity Description</th>
<th>Action Item</th>
<th>Participants</th>
</tr>
</thead>
<tbody>
<tr>
<td>12+ M</td>
<td>Work with the Urban Renewal Authority to define an amount of TIF revenues that will be set aside for façade improvements; model the program after Brighton’s URA Façade program; solicit matching dollars from different sources; let property owners know these resources are available.</td>
<td>Motion by Urban Renewal Authority to maintain a set-aside for façade improvements</td>
<td>Urban Renewal Authority in partnership with Main Street</td>
</tr>
<tr>
<td>12-24 Mo</td>
<td>Downtown Square or Plaza and Alley Way Considerations - Plans for ideas and construction on at least one project is under way.</td>
<td>City staff and Main Street Manager</td>
<td>Downtown Committees and Town Staff</td>
</tr>
<tr>
<td>12-24 mo</td>
<td>Local staff-stakeholders should meet with CDOT to outline a program for traffic slowing measures which can be utilized in the downtown district</td>
<td>Utilize stakeholder analysis to assess who to invite, announcement of meeting, agenda, minutes</td>
<td>City Staff and CDOT</td>
</tr>
<tr>
<td>12-24 mo</td>
<td>Update Comprehensive Plan and easements which are identified across private and public property which can be allocated as future development is undertaken. Future construction of the actual bypass roadway may depend on CDOT funding but ROW can be identified and protected for future decisions.</td>
<td>Updated comprehensive plan.</td>
<td>City Staff and CDOT</td>
</tr>
<tr>
<td>12-24 mo</td>
<td>Downtown committee identifies downtown streetscape improvement needs and priorities. Funding for design obtained.</td>
<td>Clear list of downtown improvements is created and prioritized.</td>
<td>City Staff</td>
</tr>
</tbody>
</table>
## Lamar Action Matrix: Design Cont./Historic Preservation

<table>
<thead>
<tr>
<th>Timeframe</th>
<th>Action</th>
<th>Measurement of Success</th>
<th>Initiator</th>
<th>Potential Partners</th>
</tr>
</thead>
<tbody>
<tr>
<td>18-60 mo</td>
<td>Develop streetscape improvement plans, construction funding strategy, and implementation phasing plan</td>
<td>Construction funding obtained and improvements completed</td>
<td>City Staff and CDOT</td>
<td>Main Street Manager</td>
</tr>
<tr>
<td><strong>Historic Preservation</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1-6 mo</td>
<td>Prioritize historic buildings based on visibility, need and feasibility based on the results from the historic survey.</td>
<td>List of historic buildings identifying the highest priority buildings in the community that are in need of repair and restoration.</td>
<td>Design Committee</td>
<td>Main Street Manager, State Historical Fund</td>
</tr>
<tr>
<td>12+ mo</td>
<td>Remove 1950s/1960s storefronts to unveil the historic facades</td>
<td>Enhance the true character of downtown Lamar by exposing the historic facades.</td>
<td>Design Promotions Committee, business owners</td>
<td>State Historical Fund, Local Banks</td>
</tr>
<tr>
<td>1-3 mo</td>
<td>Enter the Davies Hotel into Colorado Preservation Inc.’s (CPI) Most Endangered Places</td>
<td>Submittal for CPI’s Most Endangered Places</td>
<td>Design Committee and Property Owner</td>
<td>CPI</td>
</tr>
<tr>
<td>6-12 mo</td>
<td>Conduct an architectural analysis to determine the architectural style of downtown Lamar</td>
<td>List of design standards relating to signage, awnings, paint colors, lighting and façade improvements.</td>
<td>Design Committee, Community, and Property Owners</td>
<td>Main Street Manager</td>
</tr>
</tbody>
</table>
Small Towns Shop Local Campaigns

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

Shop Local Objectives

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

Steps to Successful Shop Local Program

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

Step 1: Engage your stakeholders

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

Step 2: Determine the best slogan

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

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

Step 3: Promote your most powerful benefits

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

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

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

Additional examples include:
- Lake City DIRT Dollars
- Brush Chamber Bucks

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

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

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

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

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

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

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

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

It is good to conduct a survey or assessment three to four months into the program, and again another after about a year.
Developing a good survey is challenging. Consider what you want to know and don’t ask unnecessary questions.
For community members:
  • Are you aware of the shop local campaign?
  • Where did you hear or learn about the campaign?
  • Have you changed where you buy any items because of it?
  • Have you visited local businesses you don’t normally shop at?
  • Have you spent more money and time in town? How much each month?
  • Were you surprised by anything facts you learned or the products available in town?
  • What would you change about the campaign?
For businesses:
  • Has your business benefited from the campaign?
  • Have revenues and customers increased? By how much each month?
  • Have customers referred to the buy local campaign?
  • Have you met new customers?
  • Would you recommend a campaign to other communities?
  • Will you continue to participate in the campaign?
  • What would you change about the campaign?

Step 7: Be sure that you can replicate and expand the Shop Local campaign
If you can do the initial steps successfully, it will be important to consider how to further grow the program. Some ideas
include:

Business-to-business local transactions. Talk to your businesses to determine which supplies and services they purchase
regularly and where they are purchasing. If you can find out what materials and products your local companies need, as well
as what is available locally, you can encourage local businesses to order from local sources.

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

Consider how to reward local purchasing. This might start with the town council adopting a policy to account for lower
shipping and transportation costs when assessing local bids. It is also worthwhile just to remind local governments about the
buying local policy. Keep it fresh by offering announcements or gift certificates to local stores if people take special initiatives
to participate in the buy local program.
Make sure to highlight government services to buy local. This might be stamps at your local post office, support for your local utilities and civic services, and highlighting some of the products that the school or library offers.

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

Bonus: Sample list of 10 reasons to shop local
1. Dollars you spend locally support vital public services (schools, fire, police, libraries, ambulance, etc.) in our town and county.
2. Your community is unique, and the independent, one-of-a-kind businesses that your small town houses are an important part of your distinctive character. Local ownership ensures that important decisions are made locally by people who live in the community and who will feel the impacts of those decisions.
3. Small communities allow you to grow a relationship with your local merchants. They can get to know you, and address the needs and preferences of the community.
4. Local merchants care about and invest in the local community. They contribute to events, school fundraisers, and invest dollars back to local groups and charities.
5. Your local purchases support local jobs.
6. When you shop at one local merchant, you’re supporting other businesses as well because banks, restaurants and other business cluster around local shops.
7. Local shops are more accessible for the community, the elderly, young, and those without transport.
8. You save money by shopping at home in driving time, gas, and you’d be surprised how often the retail prices are lower, too.
9. You can reduce your environmental impact by cutting out transportation times for purchases.
10. Your purchases support new entrepreneurs and skilled workers and preserve the unique businesses and distinctive character of the town.
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 enthusiastic
- Fundraising for downtown organizations
- Board development and facilitation of board retreat
- Main Street program feasibility – Are we ready? Will we benefit? What do we need?
- Volunteer recruitment, training, retention and reward
- Work plan development
- Visioning and creating a mission statement
- Building effective public and private partnerships
- Determining the best district management organization e.g. business improvement district, downtown development authority, etc.
- Communications planning – who do we need to contact, how, and when

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

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

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

Steps:

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

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

Steps:

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

<table>
<thead>
<tr>
<th>Volunteer Source (individual or organization)</th>
<th>Business Owners</th>
<th>Property Owners</th>
<th>Neighborhood Residents</th>
<th>Government</th>
<th>Media</th>
<th>Utilities</th>
<th>Civic Groups</th>
<th>Youth/Schools</th>
<th>Preservationists</th>
<th>Financial Institutions</th>
<th>Religious Organizations</th>
<th>Design Professionals</th>
<th>Institutions</th>
<th>Community/ Economic Dev. Organizations</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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</tr>
</tbody>
</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></th>
</tr>
</thead>
<tbody>
<tr>
<td>Projects/Events</td>
<td></td>
</tr>
<tr>
<td>Project Name...</td>
<td></td>
</tr>
<tr>
<td>Project Name...</td>
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<td>Project Name...</td>
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<td>Project Name...</td>
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<tr>
<td>Project Name...</td>
<td></td>
</tr>
</tbody>
</table>
Sample Strategic Event Planning Matrix

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

<table>
<thead>
<tr>
<th>Objective</th>
<th>Event</th>
<th>Kid friendly</th>
<th>Fund Raising</th>
<th>Traffic Generating</th>
<th>Promotes Retail</th>
<th>Downtown Green Initiatives</th>
<th>Historic Accentuated</th>
<th>Lead Org</th>
<th>Partner Orgs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Outdoor Market</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Concert at Park</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>July 4th Parade</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Christmas Event</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Halloween</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Concerts in the Business districts</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<td></td>
<td></td>
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<tr>
<td>$5.00 Thursdays</td>
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<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Movie Night-dinner</td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>First Friday Art Walk</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pub crawl/bonfire</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Soap box derby or big wheel race</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Festival</td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Home tour</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ghost tour or haunted house</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Primary Demographic Groups**
1. Local
2. Surrounding Area
3. Regional
4. Larger area
Sample Strategic Event Planning Calendar

Steps:
1. Assess the current calendar of events and identify any large gaps in the calendar. When thinking about new events, think strategically about when the events should be to accentuate your current calendar.
2. List all events that impact downtown or the town in the left 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. Make a bigger impact. Don't just create or keep holding events if they aren't working toward objectives. Remember to revisit each year as a part of evaluation, determine if objectives have changed, and make improvements each year.
4. Remember to revisit each year as a part of evaluation, determine if objectives have changed, and make improvements each year.

<table>
<thead>
<tr>
<th>Objective ▲</th>
<th>Event ▼</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community</td>
<td>X</td>
</tr>
<tr>
<td>Kid-friendly</td>
<td>X</td>
</tr>
<tr>
<td>Fund-raising</td>
<td>X</td>
</tr>
<tr>
<td>Traffic</td>
<td>X</td>
</tr>
<tr>
<td>Generating</td>
<td>X</td>
</tr>
<tr>
<td>Promotes</td>
<td>X</td>
</tr>
<tr>
<td>Restaurant</td>
<td>X</td>
</tr>
<tr>
<td>Downtown</td>
<td>X</td>
</tr>
<tr>
<td>Green</td>
<td>X</td>
</tr>
<tr>
<td>Component</td>
<td>X</td>
</tr>
<tr>
<td>Initiatives</td>
<td>X</td>
</tr>
<tr>
<td>Historic</td>
<td>X</td>
</tr>
<tr>
<td>Accentuated</td>
<td>X</td>
</tr>
<tr>
<td>Lead Org</td>
<td>X</td>
</tr>
<tr>
<td>Partner Orgs</td>
<td>X</td>
</tr>
<tr>
<td>Retail</td>
<td>X</td>
</tr>
<tr>
<td>Downtown</td>
<td>X</td>
</tr>
<tr>
<td>Component</td>
<td>X</td>
</tr>
<tr>
<td>Initiatives</td>
<td>X</td>
</tr>
<tr>
<td>Historic</td>
<td>X</td>
</tr>
<tr>
<td>Accentuated</td>
<td>X</td>
</tr>
<tr>
<td>Lead Org</td>
<td>X</td>
</tr>
<tr>
<td>Partner Orgs</td>
<td>X</td>
</tr>
<tr>
<td>Demographic</td>
<td>X</td>
</tr>
<tr>
<td>Reached</td>
<td>X</td>
</tr>
</tbody>
</table>

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

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

Responsibilities of a Board Member

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

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

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

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

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

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

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

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

**Ways in which a board member may contribute to the organization:**
- Pay annual dues;
- Sponsor or bring in sponsorship(s) for annual events, identify participants for awards programs, etc.;
- Sponsor new member(s)/investor(s);
- Conduct training, workshops or other informational meetings;
- Chair a standing board committee;
- Attend board meetings as regularly as possible;
- Sponsor a publication;
- Provide a service to the organization such as donating frequent flyer miles, designing the website or data base, providing printing and/or design services or volunteering to help staff the conference; **EVERY BIT HELPS!**

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

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

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

**Board Officer Job 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.

---

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

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

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

Board Treasurer Job Description
1. Serves as a member of the Board
2. Manages finances of the organization
3. 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**
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>
<td></td>
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<tr>
<td>Support to the Board of Directors</td>
<td></td>
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<tr>
<td>Support to the Committees</td>
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<td></td>
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<tr>
<td>Public Relations/Outreach</td>
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<tr>
<td>Other:</td>
<td></td>
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<tr>
<td>Other:</td>
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<td></td>
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<tr>
<td>Other:</td>
<td></td>
<td></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.

Employee: Date: President: Date:
ONGOING RESPONSIBILITIES: summarize the basic and ongoing functions of the job that recur annually, as stated in the current job description:

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

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

IV. Signatures

Employee Date Supervisor Date
**Succession Planning Matrix**

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

<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>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Vice President/Chair</td>
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<tr>
<td>Secretary</td>
<td></td>
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<tr>
<td>Treasurer</td>
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<td></td>
</tr>
<tr>
<td>Design Committee Chair</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Organization Committee Chair</td>
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<tr>
<td>E.R. Committee Chair</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Promo. Committee Chair</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Significant Business 1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Significant Business 2</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td></td>
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<td></td>
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<tr>
<td>Other</td>
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<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Everyone</td>
<td>Website</td>
<td>Social Media</td>
<td>Marketing/ Advertising</td>
<td>Special Events</td>
<td></td>
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<tr>
<td>----------</td>
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<td>--------------</td>
<td>------------------------</td>
<td>----------------</td>
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</tr>
<tr>
<td>Create one website for communities/ downtown to market. Consider something clever. Websites are among today's most important tools for communicating.</td>
<td>Linked to website as a way to drive traffic to website, communicate up-to-date information. Get youth involved in using these mediums to market the communities?</td>
<td>Create well established identity and package for branding. Engage the communities in the role out of a joint marketing campaign.</td>
<td>Concentrate on year-round activation with emphasis on shoulder seasons.</td>
<td></td>
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</tr>
</tbody>
</table>

| Community Members | Facebook | Shop Local campaign | Standard window posters, in restaurant table tents or placemats, etc. | Create special events task force consisting of Merchants Assoc., Chamber, community members, and businesses. |

| Day-cation Visitors | "Twisibor Center" – visitors can send in questions about the community via Twitter and get responses. | Target marketing to key visitor areas (via ads/ billboards), tour bus groups, etc. | Printed map(s). Strengthen Visitor's Center? | Event series released in advance with cooperative ideas. |
| What do they need to plan a trip for a day? Package experiences/ build an itinerary. Maps (of businesses, historical trails & walks, recreational amenities, etc.) | | | | Unique experiences at camps for day visitors. |

| Destination Visitors | Flickr (gorgeous pictures of the town or view) | Targeted viral marketing for key interest groups. | Visitor Info Packet. | Bring people to town for the day or evening. |
| Vacation planner. Lodging resources in the region. Links to other visitor sites. | | | | |

| Business Owners/ Investors | Training to diversity with online businesses. Social media training for businesses, link them to main website. | Market free business training & support (i.e. merchandising, basic customer service and hospitality training). Focus on consistent weekend hours. Business Plan Contest. Package “doing business” information for print. | Signature event as business development strategy. |
| Data about communities to encourage new business development. Package “doing business” information | | | | |

| Orgs (Govt, Chamber, Non-Profits, etc.) | All use same tools (one go to place for community to find latest news) | Create and market similar business incentive policies between the two communities. | Monthly informal meetings to share info w/ & get input from businesses Business planning/entrepreneurs training by SBDC. | |
5 Steps to Successfully Plan for Your Community Meetings

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

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

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

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

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

<table>
<thead>
<tr>
<th>Local government (e.g., city and county officials):</th>
<th>Business owners:</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Email or mail a letter detailing the process and inviting participation</td>
<td>• Email or mail a letter detailing the process and inviting participation</td>
</tr>
<tr>
<td>• Follow-up phone calls to reiterate invite</td>
<td>• Follow-up phone calls to reiterate invite</td>
</tr>
<tr>
<td>• Send a press release</td>
<td>• Send a press release</td>
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<tr>
<td>• Create a flyer to be posted</td>
<td>• Create a flyer to be posted</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Other local government and organizations (e.g., police departments, school district, library district, chamber of commerce, convention &amp; visitors’ bureau, volunteer associations, business associations, seniors groups and hospitals):</th>
<th>Local newspapers:</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Email or mail a letter detailing the process and inviting participation</td>
<td>• Send a press release</td>
</tr>
<tr>
<td>• Follow-up phone calls to reiterate invite</td>
<td>• Contact a reporter to promote the downtown assessment visit prior to the day and to cover the story the day of the event</td>
</tr>
<tr>
<td>• Send a press release</td>
<td>• Contact the calendar editor to have it published in the calendar online and in print</td>
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<tr>
<td>• Create a flyer to be posted both for employees and for visitors</td>
<td>• Place an announcement in the paper</td>
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<td>• Send a flyer home to parents through the schools</td>
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<td>Local radio:</td>
<td>Local television:</td>
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<tr>
<td>• Send a press release</td>
<td>• Send a press release</td>
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<tr>
<td>• Contact station producer to ask if they will interview a community spokesperson about the upcoming event</td>
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<tr>
<td>o Be sure to provide the station producer with a list of questions to ask interviewee</td>
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</tr>
<tr>
<td>o Be sure to provide the interviewee with the same list of questions AND the answers</td>
<td></td>
</tr>
<tr>
<td>• Ask the radio station to post information on its website</td>
<td>• Ask the TV station to post information on its website</td>
</tr>
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</table>

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<tr>
<th>Online:</th>
<th>Flyers:</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Post the information on your city’s website</td>
<td>• Post flyers at local libraries, post offices, museums, municipal buildings, and local businesses (e.g., coffee shops)</td>
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<tr>
<td>• Ask county officials to post the information on their website</td>
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</tr>
<tr>
<td>• Ask local organizations to post the information on their website</td>
<td></td>
</tr>
<tr>
<td>• Post the information on social media sites your community uses, e.g., Facebook, Twitter</td>
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</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.
Sample Press Release

FOR IMMEDIATE RELEASE

CONTACT: NAME, TITLE
CITY
PHONE, EMAIL

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

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

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

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

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

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

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

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

# # #
# 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
- [x] Other (attach additional information)

## Target Audience:

- [ ] General public
- [ ] County Government
- [ ] Youth
- [ ] Local Government
- [x] 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
- [x] All Colorado
- [ ] All County
- [ ] Neighboring State

**Message to communicate:**
Outreach to Consider:

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

**Media Options to be used**
- Traditional Media (to be coordinated with our PIO Barb Halpin and Dan Rowland)
  - Press release (longer communication which would lead to a story in the newspaper, TV or radio news)
  - Public Service Announcement (short announcement to be read or promoted, usually event driven, which is for public interest or safety)
  - Editorial board with newspaper
  - Newspaper feature article
  - Live or taped radio announcement (KGNU)
- Social Media (coordinated by Dan Rowland)
  - Website (internal/external)
  - Blogs
  - Facebook/Twitter/Youtube
  - LinkedIn

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

Desired result:
- # of attendees to the event
- Story in the media
- Internal communication
- Fundraising
Internal communications
- Organizational
- Town-wide
- Department Internal Site (SharePoint)
- All County
- Employee Meetings, Picnics
- Employee Recognition Events

Distribution:
- Downtown Director
- Board of Directors
- Town Government
- All town
- Sponsors
ORGANIZATIONS TO REVIEW
(Information, Technical Assistance, Funding)

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

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

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

The Department of Local Affairs (DOLA), the State Historical Fund (SHF), and the Downtown Colorado, Inc. (DCI) have teamed up to coordinate the Colorado Main Street Community Resource Teams (MSRT) providing assistance relating to Colorado’s downtowns. Since 2005, DOLA, SHF, and DCI have teamed up to offer technical assistance visits to communities involved in downtown revitalization. In 2007, this partnership was expanded to provide a more in-depth technical assistance visit to Colorado Main Street Communities. A Resource Team visit entails a team of four to six professionals with expertise in the Main Street Four Point Approach.

Expectations for the Community

- Work with DCI to develop an agenda for the visit that allows the team maximum exposure to stakeholder groups.
- Promote the visit in town. The community is responsible for advertising, promoting, and encouraging participation in all focus groups and the final presentation. All focus groups, stakeholders, media, and citizens should be invited to attend the final presentation. Some communities choose to plan a reception or appetizers prior to the presentation to encourage greater participation.
- Organize a series of focus group meetings (approximately 45 minutes in length), based on the four committees, and other interest groups or stakeholders in the community. Each focus group should be invited and made aware of the time and location for their focus group. One focus group should include city staff and elected officials. In some instances, interviews may take the place of focus groups.
- Develop an Orientation Presentation and Tour – Town contacts should be prepared to informally present the town, history, issues, stakeholders, etc. to the team. This might be a review of the MSRT application the town completed, or it can be more in-depth, but it should explain what the town is hoping to achieve by having the MSRT Team visit. The Main Street Committees should present their workplans and review their accomplishments. The town should also plan a tour of the downtown area and any other areas that might be relevant to events in the downtown. The tour can be combined with the orientation or can be a separate event.
- Provide a printer, laptop, flip-chart, markers, scanner, and projector for the team to use during the visit and for the final presentation.
- Reserve all lodging and meeting space. Meeting space includes a room for the final presentation, a room to hold focus groups, and a work space for the team (these do not need to be separate areas). The community should discuss with DCI if they prefer to pay for meals and lodging upfront or to be invoiced after the visit.

Team Roles and Responsibilities:

<table>
<thead>
<tr>
<th>Team Member</th>
<th>Hotel Nights</th>
<th>Task</th>
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<tbody>
<tr>
<td>Genevieve Zeman</td>
<td>T, W, Th</td>
<td>Conduct baseline assessment using the National Trust Main Street Center 10 criteria for evaluating Main Streets.</td>
</tr>
<tr>
<td>Lee Merkel</td>
<td>W, Th</td>
<td>Historic Preservation – what to do now? Graphic design needs for report.</td>
</tr>
<tr>
<td>Katherine Correll</td>
<td>Share w CC</td>
<td>Funding Sources – Analyze what programs, grants, loans, etc., the community is eligible to apply for. Create a Community Background and History of Issue.</td>
</tr>
<tr>
<td>Christy Culp</td>
<td>T, W, Th</td>
<td>Assess and develop a communication and collaboration/partnership recommendations for the next five years including action plan and narrative report.</td>
</tr>
<tr>
<td>Mike Tupa/</td>
<td>W, Th</td>
<td>Assess and develop design and historic preservation recommendations for the next five years, including action plan and narrative report.</td>
</tr>
<tr>
<td>Michael Hussey</td>
<td>T, W</td>
<td></td>
</tr>
</tbody>
</table>
Anne Ricker  W, Th 
W, Th  Assess and develop economic restructuring recommendations for the next five years including action plan and narrative report.

DRAFT AGENDA – EDIT AND ADJUST TO FIT YOUR COMMUNITY

<table>
<thead>
<tr>
<th>Date/Time</th>
<th>Agenda Item</th>
<th>Participating from Community</th>
</tr>
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<tbody>
<tr>
<td>Wed, Oct 27</td>
<td></td>
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<tr>
<td>10:30am-12pm</td>
<td>CRT meeting with Shawna H. and Board of Directors</td>
<td>Rose-Ann, Carolyn, Troy, Roger, Bruce, Carla, Lisa, Bob, Pat, Don, Melissa, Ron</td>
</tr>
<tr>
<td>12pm – 1pm</td>
<td>Tour with team, staff, and Board president</td>
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<tr>
<td>1pm-2:15pm</td>
<td>Working lunch with Board – Review the functions of Main Street.</td>
<td>Rose-Ann, Carolyn, Troy, Roger, Bruce, Carla, Lisa, Bob, Pat, Don, Don, Melissa, Ron</td>
</tr>
<tr>
<td>2:45pm-4:00pm</td>
<td>Promotions: Review of mission and objectives and work planning</td>
<td>Rose-Ann, Melissa</td>
</tr>
<tr>
<td>4:30pm-5:45</td>
<td>Design: Review of mission and objectives and work planning</td>
<td>Bob, Pat, Don Emick</td>
</tr>
<tr>
<td>6:00pm-7:15pm</td>
<td>Economic Restructuring: Review of mission and objectives and work planning</td>
<td>Lisa, Troy</td>
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<tr>
<td>7:30</td>
<td>Team Dinner: Please provide menus in the AM to pre-order</td>
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<tr>
<td>Thurs, Oct 28</td>
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<tr>
<td>8:45am</td>
<td>Team Breakfast</td>
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<tr>
<td>10:00am-12:00pm</td>
<td>Organization: Review of mission and objectives and work planning</td>
<td>Roger and Bruce</td>
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<tr>
<td>12:00pm-1:00pm</td>
<td>Team Lunch with Shawna</td>
<td>Lamar Chamber Board of Directors, City Council, PCDI Board of Directors, County Commissioners, Business Owners, Property Owners</td>
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<tr>
<td>1:30pm – 3:30pm</td>
<td>Meeting with other community groups or potential partners</td>
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<tr>
<td>3:30pm-5:00pm</td>
<td>Team drafts recommendations for 3-5 year plan and initial presentation</td>
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<tr>
<td>5:00pm – 6:30pm</td>
<td>Team Dinner</td>
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<td>7pm -</td>
<td>team drafts narrative report</td>
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<td>Fri, Oct 29</td>
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<tr>
<td>8:00am-9:00am</td>
<td>Breakfast with Executive Director to discuss initial recommendations</td>
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<td>9am-11am</td>
<td>Team develops action matrix/ Coordinator compiles narratives</td>
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<tr>
<td>11:00am-12:00pm</td>
<td>lunch is delivered (action matrices received)</td>
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<tr>
<td>12:00pm-1:00pm</td>
<td>Review presentation with Shawna</td>
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<td>4:30pm</td>
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<tr>
<td>5:30</td>
<td>Reception with community</td>
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<td>6:00pm</td>
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<tr>
<td>Melissa Dieterle</td>
<td>Chamber</td>
<td>ThoughtsIn Bloom</td>
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<tr>
<td>Carolyn Kelley</td>
<td>citizen</td>
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<tr>
<td>Shawna Hodge</td>
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</tbody>
</table>

**ER Committee**

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<thead>
<tr>
<th>Name</th>
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<tbody>
<tr>
<td>Shawna Hodge</td>
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<tr>
<td>Ron Stock</td>
<td></td>
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<tr>
<td>Lisa Holder</td>
<td></td>
</tr>
<tr>
<td>Name</td>
<td>Affiliation</td>
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<tr>
<td>Felissa Dieterle</td>
<td>Chamber &amp; Business Alliance</td>
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<td>Bruce Beardsley</td>
<td>LCC &amp; Chamber</td>
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<tr>
<td>A. Nolde</td>
<td>Powers &amp; Judy Development</td>
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<tr>
<td>Ben Stock</td>
<td>City</td>
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<tr>
<td>Genevieve Zeman</td>
<td>DCI</td>
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<tr>
<td>Michael Hussey</td>
<td>NOLTE. Assoc/DCI</td>
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<tr>
<td>Kristy Culp</td>
<td>DCLA</td>
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<tr>
<td>Lee Merkel</td>
<td>DCLA - S.E.</td>
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<tr>
<td>Aria Scranton</td>
<td>PCDI, Shore Arts Center</td>
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<tr>
<td>Carolyn Kelley</td>
<td>Citizen</td>
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<tr>
<td>Anne Ricker</td>
<td>Rickers Cunningham</td>
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<td>Name</td>
<td>Organization</td>
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<td>Name Y</td>
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<tr>
<td>Name Z</td>
<td></td>
</tr>
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</table>
Downtown Lamar
Main Street
Resource Team Visit

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

Team Members
• Katherine Correll, Downtown Colorado, Inc.
• Christy Culp, Department of Local Affairs
• Michael Hussey, Nolte Associates
• Lee Merkel, Department of Local Affairs
• Anne Ricker, Ricker Cunningham
• Mike Tupa, Department of Local Affairs
• Genevieve Zeman, Downtown Colorado, Inc.

Downtown Colorado, Inc. (DCI)
Advocacy & Information
Membership
Education
Annual Conference
Issue Forums
Downtown Institute
Services
Downtown Assessment Visits
On-Site Training/Discussions
Programs
Development & Improvement Districts Program
Main Street Program
Main Street Four Point Approach

Observations

- Wonderful place to raise a family
- Unique community with a great deal of potential
- Lifestyle
- Feels like home
- Rich in history
- Sense of community
- Multiple grocery stores
- Lamar shops offer a personable shopping experience
- Active baseball community
- Art Center

Observations

- Not pedestrian oriented
- 3,000 semis a day
- Not enough diversity in services offered downtown
- Lack of restaurants downtown
- No brand
- Downtown Lamar perceived as unsafe
- Downtown stores perceived as expensive
- Empty store fronts
- Inconsistent hours kept by business owners
**Organization**

**Observation:** There is need for one organization, venue, and source of information on downtown.

**Recommendation:** The Lamar Partnership should take the lead as the champion and clearinghouse for all things happening, servicing, or promoting downtown.

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**Observation:** There is a lot of interest and support for downtown initiatives in Lamar that is spontaneous.

**Recommendation:** Use the current momentum to institutionalize the downtown program through formal agreements, develop meaningful membership categories, and establish the roles of each organization in the downtown revitalization process.
### Coalitions and Partnerships

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

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### Organization

**Observation:** There is a need for increased involvement from the community.

**Recommendation:** Develop materials that clearly identify the organization, the benefits of downtown revitalization and the process for community involvement or access to information.

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### Public Relations and Outreach

**Communications Strategy**

<table>
<thead>
<tr>
<th>Audience</th>
<th>Website</th>
<th>Social Media</th>
<th>Advertising</th>
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<tbody>
<tr>
<td>Everyone</td>
<td>Website for communities or projects to market.</td>
<td>Related to website</td>
<td>Identify and branding</td>
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<tr>
<td>Community</td>
<td>Community news and projects</td>
<td>Highlighted successes</td>
<td>Engage the community in email marketing campaign</td>
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<tr>
<td></td>
<td>Community resources</td>
<td>Provide input</td>
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<tr>
<td></td>
<td>Newsletter opt-in</td>
<td>Relax for support</td>
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<tr>
<td></td>
<td>Community business listings</td>
<td>Link to similar projects</td>
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</tr>
<tr>
<td>Partners</td>
<td>Website</td>
<td>Consistent sharing of up-to-date information</td>
<td>Utilize other advertising initiatives to promote your project</td>
</tr>
<tr>
<td></td>
<td>Create partner information downloads</td>
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### Downtown Lamar
Volunteer Identification

<table>
<thead>
<tr>
<th>Person</th>
<th>Skill</th>
<th>Fund-raising</th>
<th>Accounting</th>
<th>Graphic Design</th>
<th>Marketing</th>
<th>Writing</th>
<th>Legal Expertise</th>
<th>Public Speaking</th>
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<td>John</td>
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<td>Karl</td>
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<td>Jane Miller</td>
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<td>Bradley</td>
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<td></td>
<td>x</td>
</tr>
</tbody>
</table>

Organization

**Observation:** Main Street needs to diversify funding sources

**Recommendation:** Research options to generate funds for marketing efforts. Identify what can be done with the lodging tax.

Promotion

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

Observation: Lamar struggles with a lack of identity.
Recommendation: Create an identity/brand for the downtown.

Promotion

Observation: There is a clear lack of coordinated communication systems.
Recommendation: Enhance the communication between and among the various entities in the community.

Promotion

Observation: Locals have a negative image of downtown and therefore do not use the downtown as much as they could.
Recommendation: Focus on changing the perception residents have.
**Promotion**

**Observation:** There are so many events that there is a lack of understanding about who is doing them and how to get involved.

**Recommendation:** Conduct strategic events matrix.

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**Strategic Event Matrix**

| Objective | Community/ Image | Kids | Fundraising | Traffic Generating | Promote Retail | Restaurants | Downtown |
|-----------|------------------|------|-------------|-------------------|----------------|-------------|
| Lamar Days | X | X | X | | | | |
| Oktoberfest | X | X | X | | | | X |
| Snow Goose Festival | X | X | X | | | | |
| Farmer’s Market | X | X | | X | | | |
| Moonlight Madness | X | X | X | X | X | X | |

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**Economic Restructuring**

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

**Observation:** There is a fair amount of difference among properties in terms of levels of improvement and/or maintenance.

**Recommendation:** Identify incentives and regulations that will encourage maintenance of downtown properties.

---

Economic Restructuring

**Observation:** The roles of the Main Street program and the urban renewal authority are being confused, and may cause some organizations to not support Lamar Partnership Inc.

**Recommendation:** Establish and distribute a fact sheet highlighting differences between the two entities. Hold regular information meetings regarding these and other entities serving the community in different capacities.

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Economic Restructuring

**Observation:** There is a lack of rental housing and apartments available in town

**Recommendation:**
- Conduct a housing needs study
- Review municipal code/Review incentives
- Study the redevelopment potential, cost, environmental issues, and benefit of this redevelopment
Economic Restructuring

**Observation:** vacant retail shops downtown

**Recommendation:**
- Identify the retail space downtown and inventory its quality, character, renovation needs, and potential revenue
- merchandising seminar

---

Economic Restructuring

**Observation:** Market data is available within area organizations, but has not been formerly packaged to educate providers and consumers.

**Recommendation:** Begin combining the information and consider hiring a consultant to analyze the data.
Design
Takes advantage of the visual opportunities in downtown by directing attention to physical elements:
- Public and private buildings
- Storefronts
- Signs
- Public spaces
- Landscaping
- Merchandising
- Displays and promotional materials

Observation
- Because of high traffic volumes the downtown has pedestrian and parking safety issues.

Recommendation
- Planning needs to be underway to protect future US287/HWY50 reliever route easements east of town.
- Work with CDOT to reduce speed limits/traffic calming measures
- Develop a streetscape improvement plan for the downtown.

Design
Observation: Alleys are an undeveloped asset that could enhance the downtown experience and walkability.

Recommendation: Develop an alleyscape improvement plan

Design
Observation: Alleys are an undeveloped asset that could enhance the downtown experience and walkability.

Recommendation: Develop an alleyscape improvement plan
**Design**

**Observation:** There is no downtown square or central area designated for outdoor events that would attract more people into downtown.

**Recommendation:** Identify options for a downtown square and develop a plan. The plan should allow space and facilities for a variety of daytime and evening events and activities.

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**Design**

**Observation**
- Gateway signage is ineffective.

**Recommendation**
- Redo the standard entry documentation signage and landscaping for each of the 3 entry points.

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**Observation**
- Downtown directional signage to public parking and community facilities is inadequate.

**Recommendation**
- Develop a wayfinding signage plan for the downtown.
- Develop a branding graphic for the core downtown district.
- Work with CDOT to add local branding signage.
Observation: Lamar has a variety of historic buildings that are deteriorating.

Recommendation: After the historic survey is complete, prioritize the properties based on visibility, need, and feasibility. Provide examples of vital downtowns that have restored their historic downtown buildings to reflect the community's original history. When the survey has been completed work with a representative from the State Historic Fund and the Main Street design committee to determine grant opportunities for property owners.

Observation: The Davies Hotel is a huge asset to the downtown district that is underutilized by the community.

Recommendation: Enter the hotel in CPI's most endangered places to generate media attention to the property.
Design

Observation: There is not visual continuity in the improvements downtown.
Recommendation: The community should be involved in an Architectural Analysis that can be used to break down the elements of design.

How can we fund it?

Funding Mechanisms

OPERATING/MARKETING/ORGANIZATION/PROMOTIONS

• Repeal of Sales Tax Vendors’ Fee for marketing
• Booth Fees at Events
• Heritage Tourism Office/Colorado Tourism Office Grants
• Regional Heritage Tourism Collaboration
• Research grant opportunities for personnel
• Southeast Colorado Council of Governments (SECED)
Funding Mechanisms

**PUBLIC/PRIVATE INFRASTRUCTURE**
- Tax Assistance from City’s General Fund
- CDOT Planning and Management Region
- Energy and Mineral Impact Assistance Funding for public infrastructure
- Community Development Block Grant Funding for ADA improvements
- SECED Facade Loans
- State Historic Fund (SHF)
- Colorado Preservation, Inc. (CPI)

**BUSINESS DEVELOPMENT AND ECONOMIC RESTRUCTURING**
- Governor’s Office of Economic Development and International Trade
- Research the benefits of SECED’s existing Enterprise Zone
- EPA Brownfields Program
- Governors Energy Office (GEO) and USDA Rural Development (RD) Energy Programs

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**Action Matrix**

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