



Meeker Community Revitalization Partnership Team Visit

January 19 and 20, 2005

Team Members:

Hazel Hartbarger, Arvada Economic Development Association

David Russell, Full Circle Consulting, Canon City

Jon Schler, UC-D, CCCD, Grand Junction

Barbara Silverman, CCRA, Denver

Greg Thomason, Arvada

Drawings done by Jesse Preston,
graphic student at Mesa State College

COMMUNITY REVITALIZATION PARTNERSHIP PROGRAM
Department of Local Affairs/Colorado Community Revitalization Association
Meeker

Purpose of the project :

The project will include a 1½ day visit to the Town of Meeker by a redevelopment team with expertise in architecture/design, marketing and downtown redevelopment. It will consist of interviews with merchants and the general public, a review of the downtown's appearance, potential markets, retail opportunities, promotions and events, merchant structure, and a general analysis of strengths and weaknesses.

Implementation:

A team of five people will be in Meeker January 19th and 20th, 2005. The team is comprised of 1 retail specialist, 1 downtown revitalization specialist, 1 market-based planning specialist, 1 community design specialist, and the Director for Colorado Community Revitalization Association. Please see attached bios.

Activities:

Wednesday, January 19, 2005

7:30 - a.m. to 8:30 a.m. Public Meeting - Town Hall Bd. Of Trustees Meeting Room. The CRP team will outline the project and activities; everyone is welcome and breakfast will be provided by MBA/Town.

Attendees: Boots Campbell, Tony Weiss, Joe Fennessy, Twyla Jensen, Gary Zellers, L.D. Grove, Steve Wix, Mickey Reagle, Wendy Kiser, J.H. Sheridan, Donna Gutierrez, Barbara Goodrich, Heidi Hoffman Ham, Robert Ohmer, Gary Durham, Becky Durham

8:30 – 9:30 a.m. Interview team 1 - Town Hall Bd of Trustees Meeting Room

Attendees: Tony Weiss, Boots Campbell, Joe Fennessy, Twyla Jensen, Bob Ohmer, Steve Wix, Donna Gutierrez, Karen Garcia, Heidi Ham, Gary & Becky Durham

9:45 – 10:45 a.m. Interview team 2 - Mountain Valley Bank; Comm. Room

Attendees: Laura Hertzke, Gary Zellers, Denise Sheridan, J.H. Sheridan

11:00 – 12:00 p.m. Interview team 3 - Mountain Valley Bank; Comm. Room

Attendees: Alice Armstrong, Allan Neilson, Jewell Kindler, Stan Wyatt, J.C. Wyatt, Dick Welle, Bill Rucker

12:00 - 1:00 p.m. Escorted lunch at a downtown venue

1:00 - 2:00 p.m. Escorted walking tour of the central business district and `on site' interviews with merchants.

2:30 - 3:30 p.m. Interview team 4 - Mountain Valley Bank; Comm. Room

Attendees: Tawny Halandras, Forest Nelson, Chris & Gus Halandras, Mitch Bettis, Doug Overton, Sheryl Steiner, L.D. Grove, Cassie McGuire

4:00 - 5:00 p.m. Interview team 5 - Town Hall Bd of Trustees Meeting Room

Attendees: Barb Goodwich, Sharon Johnson, Heidi Ham, Bonnie Kraft, Tony Weiss, Mickey Reagle

5:30 - 6:30 p.m. Interview team 6 - Town Hall Bd of Trustees Meeting Room

Attendees: Avis Loshbaugh, Wendy Kiser, Steve Loshbaugh

Thursday, January 20, 2005

12:00 p.m. - 1:00 p.m. Public Meeting - The CRP team will offer its observations (opportunities, strengths, weaknesses, suggested actions, etc.) and provide a time for questions from the public. Everyone is welcome - lunch will be provided by MBA/Town. The Town will receive a written report within 30 days after the visit, which will be distributed to all who wish to receive it.

Thank you, for welcoming the CRP Team so graciously to your wonderful community!

The Department of Local Affairs (DOLA) and The Colorado Community Revitalization Assn. (CCRA) have teamed up for a one-year pilot program to provide one to three day downtown revitalization assistance visits to non-Main Street communities under 20,000 population on a variety of subjects. The CRP goal is to enable towns to “break through” a troublesome issue or question thereby moving forward with their downtown revitalization.

The CRP team’s mission in Meeker was to assess opportunities through discussion and interviews with key stakeholders and strategize best “next steps” to sustain and expand Meeker’s retail businesses. Retail opportunities, promotions, special events, and market-based planning were considered.

OVERVIEW OF OBSERVATIONS

The team observed the sense of community and passion for Meeker that was expressed by all with whom we visited. The quality of life is unique and appreciated, emitting calls to “come back” to those who have moved away.

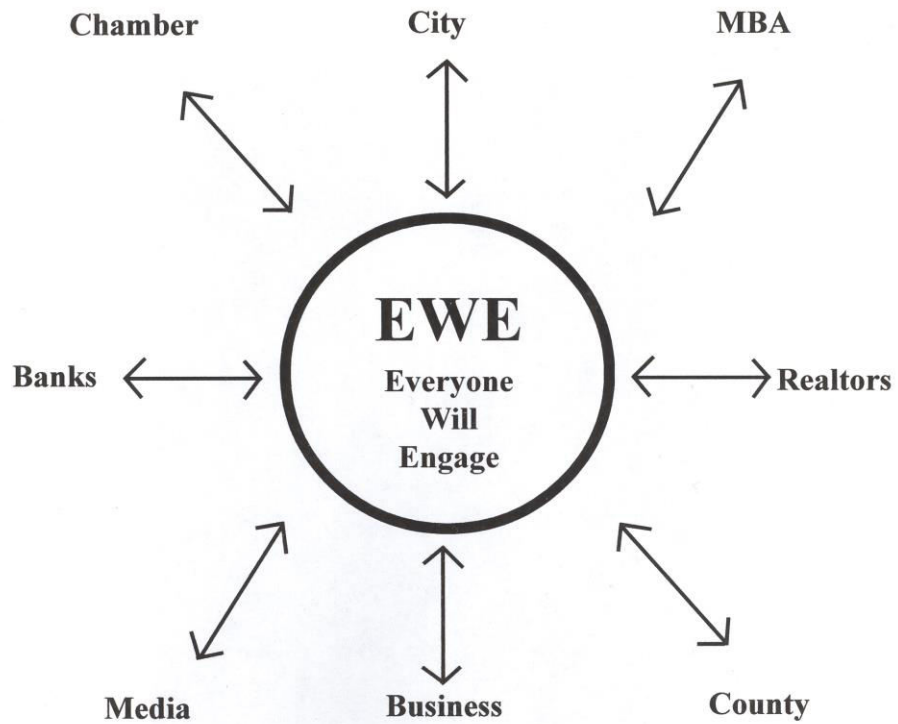
Some of the strengths of Meeker that we discovered on our brief visit include a very strong recreation and park district, an excellent medical center and school system, strong entrepreneurial spirit, a spirit of hospitality, strong business climate, and many strong businesses. Add these to the history of Meeker, wonderful historic buildings, outdoor opportunities and proximity to the scenic byway and you have unlimited opportunities.

There is a tremendous amount of interest about the future of Meeker, both from those who are Meeker “natives,” and “transplants.” And, there are many untapped resources and opportunities for partnerships.

In Colorado and all over the United States communities of all sizes are working to revitalize their downtowns and communities. There are innumerable resources available to you as you move forward, answers to questions, suggestions, ideas and examples. There is no need to reinvent the wheel.

The team’s recommendations appear below in the following categories: marketing, economic development, business retention, design and branding, organizational development, and retail promotions and special events.

In a light-hearted spirit we present “DO RE ME” – The DOWntown REvitalization of MEeker.



**MEEKER BUSINESS
SUPPORT SYSTEM**

MARKETING

- 1.) Citizen Education – (ongoing campaign)
 - List and remind reasons to shop here
 - Do the numbers and determine % of money that funds/benefits citizens (friends and neighbors are employees/payroll), city services such as police, water, etc.
 - Locally-owned stores listing to include products and services available
 - “Meeker Money” shopping promotion
- 2.) Guest packages
 - Where to dine, shop, things to do
 - Place in all lodges and every individual rooms, gathering/stopping places (gas stations, post office, museum, library)
- 3.) Corporate package
 - Create a packet of information (available business amenities) to include meeting space, catering options, A/V services, business supply centers, etc.
 - Actively promote and make available the packet to existing and targeted industries, i.e. meeting and event planners, outfitter locations and contacts, lodges, oil-related companies, scenic highway contacts, artisans, business centers, archers, Realtors, and other outdoor sporting organizations.

Establish downtown local historic district by a resolution of City Council (immediate)

Develop community/information centers

- Kiosks
- Community bulletin boards
- Gathering places

Create marketing support materials, i.e. photo library, media kit(s)

- Could be developed through high school, college, newspaper files, residents, historical society and

archived by the library.

Negotiate a consistent location in local newspaper to promote community information and events. Could include a business directory, business showcase, or calendar.

Ongoing or bi-annual collection of zip codes at point of sale to help determine market demographics. This should include retail, restaurants, lodges, museums, library, guest book at public locations, etc.

Develop partnerships and outreach with untapped marketing resources

- Outfitters
- Lodges
- Realtors to include those outside Meeker
- Oil and gas representatives
- Medical community
- Colleges
- High School
- Surrounding communities

Utilize video capabilities available on Channel 3

- Include things to see and do in Meeker televised in lodges and public places.
- Feature events
- Feature businesses
- Feature historic places and people
- Feature artisans - Feature sporting and tour opportunities
- Feature manufacturers and/or products made in Meeker

ECONOMIC DEVELOPMENT

- 1.) Market analysis – (long range goal)
 - Define existing markets
 - Define possible future market niches

Why?

 - Guides business recruitment
 - Guides promotions and special events

How?

 - Ask CCRA, DOLA, College(s) Grad. Business classes for assistance
- 2.) Research ways to develop industrial park
 - (Immediate action) Potential for temporary housing for oil and gas offices/housing to include infrastructure needs. Conditions should be they make contribution of infrastructure needs and annexation.
 - (Mid to long-range) Annexation should include future improvement agreement to recoup investment costs from new businesses, funds could be reinvested for economic development.
- 3.) Complete fiber optic connections - Important
 - Research funding opportunities
- 4.) Identify skills needed in Meeker for current and future employment needs
 - Develop training/education programs with local resources
 - Develop marketing programs to attract new and retain existing workforce and businesses
- 5.) Comprehensive plan should include following points NOW
 - Community visioning meeting (what should Meeker look and feel like)
 - Identify inclusive business district
 - Identify historic district (can modify City's resolution)
 - Identify funding opportunities

BUSINESS RETENTION

- 1.) Develop formalized business welcome/orientation program through Chamber of Commerce, MBA or ???
 - Educate each new business about Meeker's events, business cycles and climate.
 - Introduce new businesses to City Council at earliest opportunity and air on Channel 3 to the community.

- 2.) Develop and maintain inventory of existing businesses, products and services to include
 - local artisans
 - home-based businesses
 - lodges
 - ranchers
 - non-traditional entrepreneurs

(This will move into marketing campaign once developed.)

- 3.) Embrace and promote new businesses (newcomers) to include retail, service providers, oil, outfitters, ranches, etc.

Utilize available business support and training resources.

- Small Business Development Center – Kaye Jacobsen 800-621-8559
 - Office of Economic Development and International Trade (tourism)
 - Patti Snidow
 - Department of Local Affairs – Jon Schler
 - Colorado Community Revitalization Assoc. – Barb Silverman
 - Colorado Municipal League – through Mayor, Council or Town Admin.
- 4.) Celebrate success stories and acknowledge greatness within the business community
 - Expanding businesses
 - Community contributors
 - Unique landmarks, i.e. hotel, cafes, etc.
 - Create business partnerships, i.e. stores collaborating
 - New businesses

- Capital investment
- Job growth
- Unique Meeker-made products

i. Use various venues to celebrate and promote businesses

- Local newspaper
- Regional media
- Trade publications
- Channel 3
- Historic/antique publications
- Visiting organizations, i.e. sheepdog trials, re-enactments, etc.
- Nominate businesses/community for state and regional awards
- Hunting/sporting publications and media, i.e. outdoor life network on cable for bow shop.
- Call Colorado news stations to encourage coverage of bow shop, artisans, Colorado Getaways, Byway opening, historic activities, eclectic shops, etc.
- Utilize public radio to promote "unique to Meeker" artisans, activities, events, etc.

5.) Utilize available resources

- Second story spaces for artisans, offices, etc.
- Internet promotion/information
- Funding resources such as Scenic Byway program funds, community foundations, taxing districts, enhancement funds (TEA21), etc.

6.) Use MBA or Chamber programs to elevate importance of business

- Formal networking program i.e. "Business After Hours" events
- Establish alternate meeting times and locations for accommodate and welcome all interested parties
- Announce meeting times and locations in paper, Channel 3
- Maintain inclusive and welcoming atmosphere (personal

invitations)

- Establish business advocacy system, i.e., training needs, code enforcement, sign issues, permit needs, sales tax, etc.
- Create business alliances for the purpose of developing "marketing strategies" to common customers, i.e., art tour with dining or lodging options or art gallery and historical society.

7.) Determine location for and create a museum gift shop(s) in new or existing store(s).

DESIGN AND BRANDING

- 1.) Create a "Sense of Place" for citizens and visitors.
- 2.) Offer window display workshop to include design "tricks"
- 3.) Establish a program to encourage building facade "facelifts."
 - Signs
 - Loan or grant programs
 - Provide owners with design examples and options
- 4.) Signage/branding/image
 - Carried over to gateways, businesses and historic area
 - Use Meeker icons that could be related to history, wildlife, sheep, deer, elk, etc.
 - Conduct a signage workshop
 - Place highway visible signage on rear of Main St. buildings
- 5.) Investigate programs and potential funding sources to assist in building improvements.
- 6.) Use branded and consistent colors throughout the community for public elements such as streetlight poles.
- 7.) Conduct merchandising workshop
- 8.) Improve pedestrian friendly access on Market Street, such as sidewalks and signage.
- 9.) Consider public restroom facility and ongoing maintenance
- 10.) Consider History Walk and/or Art Walk for visitors.

DESIGN BASICS

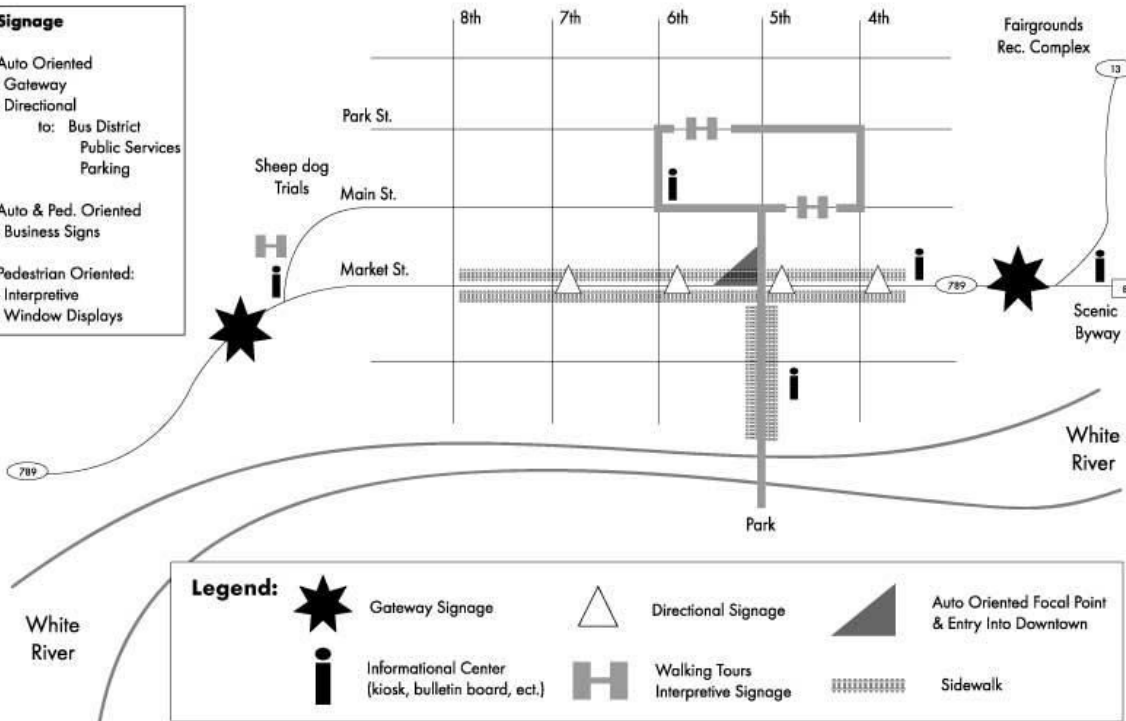
1. Clean-up buildings and streets
2. Wash windows
3. Light windows



Move to more complex projects.

Meeker

- Signage**
- Auto Oriented
 - Gateway
 - Directional
 - to: Bus District
Public Services
Parking
 - Auto & Ped. Oriented
 - Business Signs
 - Pedestrian Oriented:
 - Interpretive
 - Window Displays



Legend:

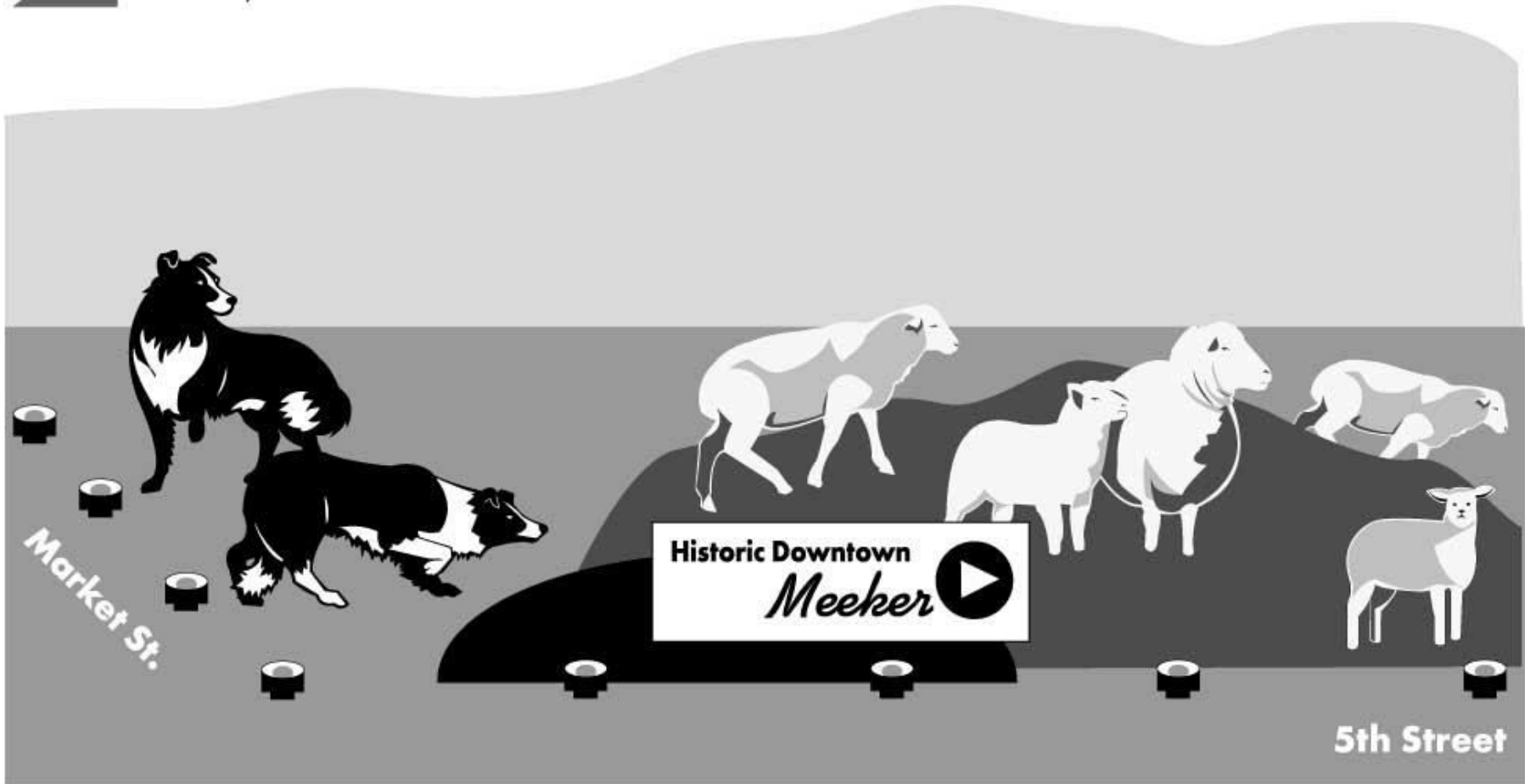
	Gateway Signage		Directional Signage		Auto Oriented Focal Point & Entry Into Downtown
	Informational Center (kiosk, bulletin board, ect.)		Walking Tours Interpretive Signage		Sidewalk



Gateway Signage



Auto Oriented Focal Point
& Entry Into Downtown

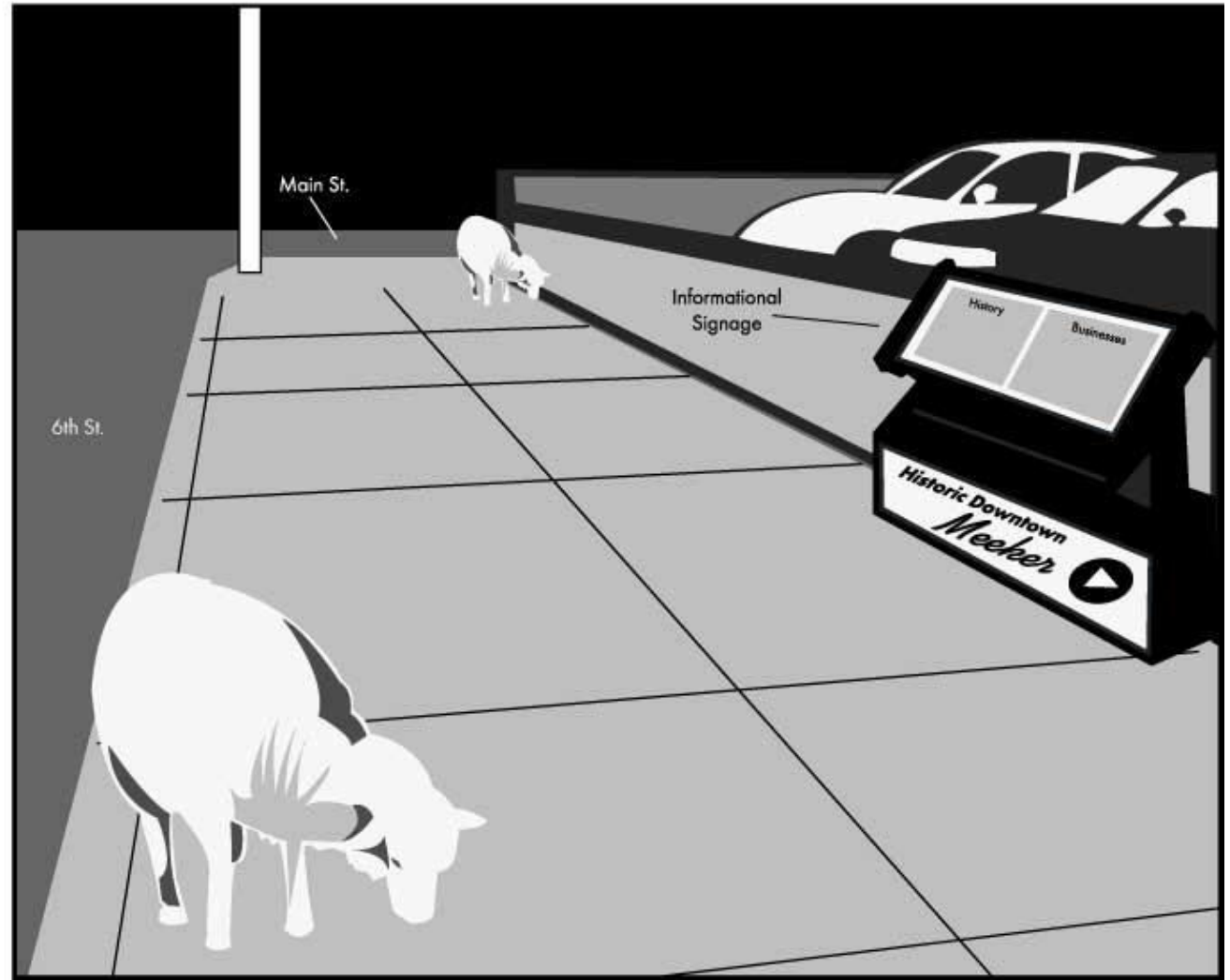




Directional Signage



Walking Tours
Interpretive Signage



ORGANIZATIONAL DEVELOPMENT

A facilitated and ongoing leadership development process with representative stakeholders, to include:

- City
- Chamber of Commerce
- MBA
- Businesses
- Lodging industry
- Historic society
- U.S. Forest Service
- BLM
- County
- Residents
- Any other players

Why?

- Board recruitment and training
- increase capacity and effectiveness of groups and organizations
- increase communications and collaborations

RETAIL PROMOTIONS AND SPECIAL EVENTS

- 1.) Develop and maintain year long event calendar (Meeker and surrounding area)
- 2.) Evaluate existing Meeker events
 - a. Always strive for quality events
- 3.) Build on existing events

Understand target markets and how target markets effect event planning.
- 4.) Identify events sponsors and what sponsors expect from the sponsorship.
- 5.) Define purpose of existing events. (What do they do for you?)
- 6.) Cross promote all events including all regional activities
 - Negotiate consignment agreements with Meeker merchants and event coordinators for trademark items related to events, such as sheepdog trials.
- 7.) Develop a "visitor-friendly" brochure to be placed in outlying visitor centers. (Rangely has a nice one.)

Meeker Musings

"People drive thru, not go to, Meeker." "We like our friendly small town ways."

"When my kid is a few minutes late, I don't worry; its safe here"

"We are struggling to make it." "We have the best schools in Colorado."

"Events at the fairground don't always help my business downtown."

"We have the 3rd cheapest electric rates in the state."

"Colorado's best kept secret." - "Maybe its time to tell someone!"

"Prettiest place on earth."

"Thank God for the hunters."

"We need more entertainment here: movies, bowling alley, or a pool hall would be nice."

"We are not on the interstate. No Wal-Mart. Ski areas are 2 hours away. That's the way we like it. Come see if you like it too."

CRP SUGGESTED ACTIONS FOR MEEKER 01/05

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	Immediate	Next	Planned
Marketing	Citizen Education -list and publicize reasons to shop; econ. benefits	Product & Svcs listing Zip code collection	Meeker Money Comm. Info Ctrs
	Guest Placards placed	Corp. Packages	
	Create mkt. Support materials	Local newspaper info 'page'; TV 3 promos	
		Dev. Partnerships w/mkting resources	
	Designate Historic Dist.		
Economic Development	Ind. Park for temporary housing	Annexation Dev. Workforce	Convert/Create business park
	Comp. fiber optics connections		Formal Mkt. Analysis
	Comp. Plan re-focus		
Business Retention	Inventory of businesses, products, services	Business welcome/orientation	Marketing campaign
	Utilize business support/training resources		
	Use MBA to elevate importance of 'business' - Encourage broader participation.		
	Celebrate success stories		
	Use venues to celebrate and promote	Locate venue for museum gift shop	
Design & Branding	Vision - Create a sense of place	Carry over to gateway, businesses, signs. Street lights.	Encourage building facade facelifts

CRP SUGGESTED ACTIONS FOR MEEKER 01/05

	Immediate	Next	Planned
	Window display workshop	Merchandising workshop	History and/or Art Walk
		Public restrooms	Improve Market street for pedestrians
Organizat. Development	Plan leadership development process, solicit assistance and funding. Begin immed.		
Retail Promotions & Special Events	Event Calendar	Define target markets	
	Evaluate current events; define purpose	Build on current events; cross promote	
		Identify sponsors	

APPENDICES

CRP TEAM BIOS

Hazel Hartbarger is the Deputy Director for the Arvada Economic Development Association (AEDA) and Arvada Urban Renewal Authority (AURA). Her responsibilities include overall management of economic development programs such as business retention, attracting targeted businesses, marketing the community, and commercial real estate promotion. AEDA is the business-to-government liaison for the City of Arvada. Since joining AEDA in 1993, Hartbarger has initiated several successful programs, including JobLINK, an online employment database serving Arvada businesses; PropertyLINK, an interactive online industrial, office and retail real estate property database; and the City of Arvada's annual business appreciation event and business recognition awards. She also is responsible for coordination of successful forums and business events resulting in a nationally recognized business retention program.

David C. Russell Jr. is president and owner of Full Circle Consulting based in Cañon City which provides services to entrepreneurs, small businesses and non-profits. Prior to rejoining his consulting business this year, he served four years as a member of the city council and as the executive director of the Fremont Community Foundation for two years. In the early 1970s, he began a career on Wall Street and achieved success as a senior executive, trader, broker and fully licensed financial professional. After his retirement in 1990, he formed and operated DCR Inc., a national financial, business and development consulting firm.

Over the past sixteen years, David helped execute the Montague Street Business Improvement District in New York City; directed the restoration of exterior stone walls, stained glass, and suspended ceiling at the 150-year-old Holy Trinity Church in Brooklyn; re-established the San Mateo CA. and Brooklyn N.Y. Arts Councils, and assisted more than 40 clients to achieve financial stability and programmatic success. David is an investment and financial consultant to major foundations across the country, a Small Business Development Counselor and serves on the Colorado Community Revitalization Association board of directors.

Jon Schler is the western slope director of the Colorado Center for Community Development – University of Colorado at Denver and provides technical and community development assistance to more than 40 western Colorado rural communities. Jon has worked on hundreds of community-based projects in the past 22 years.

He presently serves on Colorado Community Revitalization Association's and Colorado Historical Society's boards of directors, is past president of Colorado Preservation, Inc., and was an advisor for the National Trust for Historic

Preservation for a decade. Jon holds a bachelor's degree in environmental design and double master's degrees in urban design and architecture from the University of Colorado.

Barbara Silverman is the executive director of Colorado Community Revitalization Association (CCRA). Established in 1982, CCRA is a nonprofit, membership organization dedicated to building better communities through cultural and historic preservation; economic vitality; sustainability; quality; and respect for community identity. CCRA works with downtown development authorities, urban renewal authorities, business improvement districts and other downtown organizations throughout the state and administers the Colorado Main Street program. Barbara has over 25 years experience in the nonprofit and public sectors creating and directing a wide variety of programs including downtown revitalization and Main Street programs, economic and community development, housing, and land conservation. Barbara worked with the Trust for Public Land in New York and Minnesota, and started TPL's 12-state regional office in Minneapolis. In addition to Colorado, she has worked with state Main Street programs in Minnesota and New Mexico.

Greg Thomason is a resident of Arvada and self-employed. His expertise lies in business development, marketing, branding, and communications. Greg worked with the Colorado Student Loan Program as a Senior Research Analyst and Marketing Manager, was Managing Editor for EOM, Inc. in Aurora, and developed the business and advertising plans for Home Owners' Tax Institute, Inc., a start-up venture of his own in Arvada. Greg has an MBA with a specialty in E-Commerce from the University of Denver, and a Bachelor's in Journalism from Ohio University.