



**Monte Vista
Community Revitalization Partnership
Team Visit**

May 4 and 5, 2005

Team Members:

Jane Jenkins, Downtown Boulder BID
David Russell, Full Circle Consulting
Barbara Silverman, CCRA, Denver

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

The Department of Local Affairs (DOLA) and 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 Monte Vista was to conduct a training about the basics of marketing to include specific ideas on marketing and promoting local businesses, and to conduct an informational session about the Main Street Program.

The Community Assessment done by OED in November, 2004 contains excellent recommendations. We fully support this report and recommend it be circulated and recommendations implemented. The OED report focuses on the entire community while this CRP team visit report focuses on Monte Vista’s downtown.

During numerous interviews people talked about what they love about Monte Vista: beautiful drive, rock climbing, a hub for many great attractions, corner mercantile, great boutiques, stampede, Mexican food, art studios, Veterans Center, Ski Hi Park, golf course, crane festival.

Categories of the report:

Communication – Building Block One

Information Gathering – Building Block Two

Promotions and Marketing

Untapped Opportunities

Other

COMMUNICATIONS – One of two basic building blocks

A. There are many, many organizations in Monte Vista and it became apparent to the team that these organizations don’t regularly communicate with each other. Organizations include: EDC, SLV Info Center, Chamber of Commerce, Historic Society, Citizens Task Force, URA, the City, Museum, BLM, USFS, and others.

1. Prepare a list of all the organizations in Monte Vista. (Chamber of Commerce)
2. Chamber of Commerce could serve as a facilitator to bring a representative of each organization together.

Meeting format:

- Each representative explains and clarifies their organization's mission and role in Monte Vista,
- Discuss major projects;
- Discover ways to partner.

A meeting such as this might be the beginning of developing strategic partnerships and accountability to one another.

- Identify the partners that are coordinating/planning these large-scale projects.
- Develop inter-agency communications.
- Identify ways organizations may help each other.
- Develop regular meeting times to update one another. 1x or 2x/year or quarterly.

B. We encourage the City to promote communication among businesses by holding educational/public input meetings about the revisions proposed to the zoning and sign codes.

INFORMATION GATHERING – The second basic building block

So, to market yourself as "**The Full Monte**", you need to know what you have. You need lists! We recommend a serious period of information gathering that results in inventories of the following:

- Building inventory that includes condition, lease rates, square footage, etc. *
- Business inventory (Convert this to a listing by category, print, put in all businesses) *
- Number of hotel/motel/B&B beds
- Locations and capacities of meeting and conference spaces
- All events and promotions in two calendars
 - One is for publication for your markets
 - One is an internal event calendar for businesses and will be more up-to-date. To be regularly updated and distributed to all businesses in Monte and area.
- Market research needs to be done including surveys of residents, shoppers, downtown workers, businesses*
- Demographic information about the area – the area COG probably has this info already.
- Gather all the existing marketing materials for Monte Vista and the area.

Obvious repositories for this information are the Chamber of Commerce, the Library, the city, and the internet.

*Don't reinvent the wheel, CCRA has samples of inventories and surveys that can easily be adapted to your needs.

MARKETING AND PROMOTIONS

General observations:

- You must do market research for your community and your business. By gathering the information mentioned in the above section you will:
 - understand who your markets are
 - be better able to package and target your promotions
 - identify opportunities for heritage tourism and other tourism
 - be able to better market your natural attractions.
- You are missing branding your downtown as **HISTORIC DOWNTOWN MONTE VISTA**. This is a big draw for historic/heritage tourists. Definitely use this in signs directing people to your downtown.
- Further develop "**The Full Monte**". Check out existing copyright, copyright it to protect yourself.
- Your retail mix. We heard you want shoes, high-end clothing, and sporting goods. Rather than adding a store it may be more realistic to expand an existing store to include new inventory items.
- A huge marketing opportunity is that you have no national chains – you offer unique experience and strong independent, one-of-a-kind businesses.
- Build customer base by offering classes. Examples:
 - add a line of yarns, teach knitting, get people "hooked", they will travel to your store to get quality merchandise and experience
 - herbal apothecary – make your own, building customers.
- Sporting goods – you aren't embracing the natural environment surrounding Monte. Remember that people like gear, "gear heads".

The role of the city government in marketing and promoting downtown is:

- Providing educational opportunities such as the OED and CRP assessments, the marketing and promotion class presented by Jane Jenkins, Small Business Development Center classes (Adams State College has the SBDC)
- Possibly creating financial incentives for business improvements.
- Strengthening existing businesses through efforts of the MVEDC.
- Helping to develop strong business recruitment materials with assistance from the Chamber of Commerce and MVEDC.
- Promoting good communications and strategic partnerships with all area organizations.

PROMOTION AND MARKETING PRESENTATION presented by Jane Jenkins

1. Retail Sales Promotion Basics
2. Individual Business Promotions
3. Marketing Your Downtown Collectively
4. Special Event Basics
5. Show and Tell
6. Q & A

INDIVIDUAL MEETINGS WITH BUSINESS OWNERS

UNTAPPED OPPORTUNITIES

Downtown is really not taking advantage of many opportunities such as

- the Mennonite and Amish communities, their culture, crafts, and food,
- the Crane festival and eco-tourism
- the events at Ski Hi Park
- the Farmers' Market
- Hunters
- Your agricultural heritage
- Not having big boxes, national chains and fast food joints!!

OTHER RECOMMENDATIONS:

MEDIA RELATIONS

- Meet with the media to discuss what they need/want to make it easier for them to cover Monte Vista "happenings".

EDUCATION ABOUT PARKING MANAGEMENT should be a goal for within the next 12-24 months.

EXTERNAL RESOURCES: Use them!

- Colorado Municipal League – help rewriting codes
- Small Business Development Centers (Adams State College) – business planning
- Membership benefits of Colorado Community Revitalization Association

- Membership benefits of National Main Street Center

DEFINE YOUR SENSE OF PLACE

- Consistency in logo, signage, tagline, pedestrian amenities.
- Be careful to preserve the uniqueness of each building.

RESOURCES

(Information, Technical assistance, Funding)

American Institute of Architects (AIA), publications, architects, etc.
American Society of Landscape Architects (ASLA), *Landscape Architecture* magazine)
Colorado Brownfields Association – Environmental assessments and grants
Colorado Community Revitalization Association (CCRA), technical assistance, Colorado Main Street program
Colorado Historical Society (historic surveys, preservation, tax credits, etc.)
Colorado Preservation Inc. (advocacy, state preservation awards, etc.)
Department of Local Affairs (technical assistance, Energy Impacts Assistance grants, Community Development Block grants, etc.)
Downtown Idea Exchange/Downtown Promotion Reporter publications
Great Outdoors Colorado (GOCO) Trust Fund (parks, trails, recreation, open space grants)
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)
Main Street 101 Training
Market Analysis (many good private consultants).
Downtown Market Analysis Toolbox (a Do-It-Yourself tool) www.uwex.edu/ces/cced/dma
National Main Street Center (National Town Meeting on Main Street-Baltimore; publications on Organization, Design, Promotions, & Economic Restructuring)
National Trust for Historic Preservation (small grants, *Preservation* magazine)
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)
Small Business Development Center (Adams State College) – Business planning, one-on-one counseling, workshops.
Community Resource Center, Denver, Organizational training, nonprofit grant writing, capacity building.

A WORKSHOP IN MARKETING AND PROMOTING DOWNTOWN MONTE VISTA

Presented by: The Department of Local Affairs (DOLA) and Colorado Community Revitalization Association (CCRA)

SCHEDULE

Wednesday, May 4, 2005

Location: San Luis Valley Information Center, 947 First Avenue

- 8:00 am – 9:00 am Focus Group 1
URA, EDC, City (Park/Recreation/Council/Manager), Citizens Task Force, Library, Museum,
Others?
- 9:15 am – 10:15 am Focus Group 2
Chamber of Commerce (Director/Board), 15 – 25 business owners
- 10:30 am – 11:30 am Focus Group 3
Chamber of Commerce (Director/Board) 15 – 25 business owners
- 11:30 am – 12:30 pm Lunch
- 12:45 pm – 2:00 pm Walking Tour Downtown Monte Vista (Leaving from Nino's Mexican Restaurant and returning to
San Luis Valley Information Center)
- 2:00 pm – 5:00 pm Team Work Time
- Location: City Hall, 4 Chico Camino
- 7:00 pm – 9:00 pm Main Street Program Presentation

Thursday, May 5, 2005

Location: San Luis Valley Information Center, 947 First Avenue

- 7:30 am – 9:30 am Training (Marketing & Promotion of Downtown)
- 10:00 am – 12:00 pm One-on-one training with merchants
- 12:00 pm – 1:00 pm Lunch
- 1:00 pm – 3:00 pm One-on-one training with merchants

Monte Vista CRP Team Bio's

Jane Jenkins is the first Executive Director of the Downtown Boulder Business Improvement District. Under Jane's direction, downtown Boulder has developed and created a consistent brand identity and successfully maintained a 97% occupancy rate in the face of a declining economy and the competition of a new regional center only a few miles from downtown.

Prior to this, Jenkins was the Director of the Southwest Office of the National Trust for Historic Preservation. During her three year tenure at the Trust, Jane developed a marketing plan that increased National Trust visibility in the region and successfully advocated for retaining preservation enhancements as part of the federal Transportation Equity Act. Jane has also served as the downtown manager for Denton, Texas, a Great American Main Street Award winning city.

A former high school educator, Jane holds a Master of Public Administration from the University of North Texas in Denton.

Contact: 303-449-3774; jane@dbi.org.

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.

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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. **Contact: 303-282-0625; barb@ccraonline.org.**