The Sterling assessment team appreciates the invitation to get to know Sterling and to assist the Sterling community to maximize their considerable assets. The volunteers worked diligently, pre- and post-visit to provide relevant and realistic input towards the betterment of your commercial district.

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**Introduction**

Welcome to Downtown Colorado, Inc.’s (DCI) technical assessment for Sterling, Colorado.

Downtown Colorado, Inc. (DCI) formerly known as Colorado Community Revitalization Association (CCRA) has been working as a state wide non-profit membership association in Colorado since the early 1980s. Since 2004, DCI has partnered with communities and the Colorado Department of Local Affairs to provide downtown, commercial district, and town center assessments by DCI member volunteers from both the public and private sectors. The partnership of these perspectives provides communities with a comprehensive, objective overview of methods to support businesses, non-profit and public service providers working at the local and regional levels. DCI prides itself on its track record of successfully assisting communities through a holistic approach that provides tangible results for small and independent businesses while also bringing together civic organizations and public service providers. Among the end goals are streamlined communication, processes and programs to incentivize development and redevelopment of commercial centers.

DCI serves as a clearinghouse for information and as a resource for public and private entities supporting commercial district revitalization initiatives in Colorado. The technical assistance program is partially supported by the United States Department of Agriculture (USDA) Rural Development and a Rural Community Development Initiatives (RCDI) grant, and is administered in conjunction with the Department of Local Affairs (DOLA).

Downtown Colorado, Inc. defines implementable roadmaps for downtown revitalization by assembling teams of volunteer professionals including designers, architects, marketing specialists, planners, land use consultants, and finance experts. Final work products include recommended actions, as well as reporting and training systems geared toward addressing commercial district initiatives.

**Participating Stakeholders**

- City Council
- Mayor
- Commissioners
- Logan County Economic Development Corporation (LCEDC)
- RE-1 Valley School District
- Sterling Urban Renewal Authority
- Kiwanis Club
- SBDC
- Downtown Sterling, Inc.
- Sterling Downtown Improvement Corporation
- City of Sterling
- Citizens Advisory Board
- Logan County Chamber of Commerce
- Sterling and Logan County residents and business owners

**Executive Summary**

Sterling, Colorado is located in the northeastern corner of the state and has the largest population of all of the communities on the eastern plains at 14,777. Sterling is a regional shopping hub for the northeastern plain communities. The city’s proximity to Interstate 76 and State Highways 6 and 14 provides great potential to bring travelers on these three major roadways to and through the community. Preliminary analyses of select market indicators suggest that despite its regional shopping status, a significant amount of dollars are leaving the community by local residents. As a result, the objective of the actions provided in this document is to both stabilize and grow Sterling’s commercial core. Given the size and reach of your community, this can only happen through both the attraction of new and recapture of existing dollars.

DCI conducted a technical assistance visit in Sterling, Colorado on July 16 and 17, 2012. During the assessment, the technical assistance team met with several community stakeholder groups to better understand the needs and desires of the city.

1 2010 Census (This number includes the 2500 inmate population.)
Council members, business owners, community organization representatives, and residents met in focus groups to explain past revitalization efforts and current ideas on what they would like to see for the future of their community. Common observations included the need to: eliminate one-way streets, improve sidewalks and streetscape elements, make better use of historic buildings, improve the overall appearance of existing buildings, market and promote the downtown to both residents and visitors, and address the organizational need to get all (or as many as possible!) downtown business owners on the same page with regard to a vision and desired outcome. Downtown business owners expressed concern that most of their business came from out-of-town consumers and very little from Sterling residents. This is not uncommon and can be addressed through a variety of programs designed to educate the citizenry about the benefits of a healthy core and threats of an unhealthy core. Awareness together with stronger offerings will go a long way toward growing loyalty among residents.

Recommendations from the technical assistance team include: cleaning up storefronts and filling vacant spaces with otherwise low rent tenants such as business incubators, holiday markets, and non-commercial tenants including Northeastern Junior College (NJC) and the Small Business Development Center. The team also stressed the importance of promoting downtown businesses both online and through other media, promotions efforts and campaigns to encourage residents to visit and shop at downtown businesses. Promotion programs like these can be made more effective if accompanied by discounts or other rewards. To accomplish these and other recommendations presented here, the team suggests establishing a position, initially part-time, eventually full-time, dedicated to improvement of the Downtown Business District. Having staff focused on this effort will ensure it receives the attention needed to promote activities, coordinate volunteer efforts, explain to current leadership why it is a fiscally sound initiative, and to continually refine the “story” that is downtown Sterling. A number of downtown organizations in Colorado have utilized the AmeriCorps VISTA (Volunteer in Service to America) to provide a full-time staff at a low cost.

Background Information

After the Civil War, many settlers seeking opportunity in the western vastness settled the Union Colony now the Greeley area. Later, settlers followed the South Platte River east from present day Greeley and settled in an area about four miles north of the present Sterling town site. In 1881, news reached the settlement that the Union Pacific Railroad was going to extend its line from Julesburg to LaSalle. Members of the Southern Colony knew that if a railroad came through the territory, a town would be established somewhere close by. They were correct and the site for that new town was surveyed and platted by railroad surveyor David Leavitt, from Sterling, Illinois.

The railroad tracks followed the diagonal course of South Platte River, The new town, which came to be known as Sterling, consisted of 19 blocks which were platted on a diagonal. The northern boundary was a diagonal line extending north of the corner of what is now Chestnut and Front Streets to a point close to where the railroad tracks cross Main Street. Later plats, from Division Avenue westward the streets now run true to the compass points, North, South East and West).

By 1884, the city had grown and articles of incorporation were completed. Knowledge of the early history of Sterling is limited by the fact that there were no city records saved before 1887, and earlier county records were lost en route from Weld County. 2

Irrigation and ditch systems spurred the growth of agriculture around Sterling, which stabilized in the early twentieth century with the development of the sugar beet industry and the establishment of the first factory in 1905. Over the decades, Sterling served as a commercial center to surrounding farms and ranches. Sterling developed at a slow and steady pace. Wood-frame buildings gradually gave way to brick and masonry buildings. Prominent structures include the Logan County Courthouse, a subject of ongoing restoration, St. Anthony’s
Catholic Church, the First United Presbyterian Church, the 1902 Union Pacific Railroad Depot, and the 1916 Andrew Carnegie library, which has since served as a Bed-and-Breakfast and a private residence.

Sterling today is a commercial, social and service center in northeastern Colorado, hosting Northeastern Junior College and the Sterling Regional Medical Center. Other major employers include the Sterling Correctional Facility, the RE-1 Valley School District, Wal-Mart, Sykes Enterprises, Logan County, the City of Sterling, BNSF Railroad, and Nichols Tillage Tools.

Community Participant Observations

- Sterling’s strengths are the local youth, Northeastern Junior College students, the rich history, arts, and natural amenities.
- Sterling has 3 distinct retail areas, the downtown business district, and two commercial business lots on each side of town.
- There have been many plans for downtown improvement, but little implementation or follow through.
- One-way streets confuse visitors and impede customers of retail and service businesses downtown.
- The historic courthouse is a large draw for the community, hosting events, and celebrating the community’s rich history.
- There are many successful events that draw a lot of people downtown, but do not sufficiently draw crowds to the businesses.

Organization

Organizational efforts in the context of downtown and commercial business district revitalization include identifying and growing collaborations, recruiting volunteers, managing initiatives, fund-raising, and developing operational strategies. Simply put, organizational efforts involve getting everyone working toward the same goal and assembling the appropriate human and financial resources to implement the downtown revitalization program. The principle components of organization are organizational development, partnerships, public and media relations, volunteer development, and fundraising.

Within a downtown organization, a governing board and standing committees make up the fundamental structure of volunteer-driven programs. However volunteer-only organizations can be volatile, and thus it is advisable to have a paid, full or part-time staff person to help coordinate and support volunteers. This structure not only helps to divide the workload and more clearly delineate responsibilities, but also serves to build consensus and cooperation among various stakeholder groups. While a full-time paid downtown coordinator may not currently be feasible, Sterling may want to begin with a part-time coordinator who effectively grows their position to full-time as appropriate.

Notwithstanding this fundamental description of a typical downtown organizational structure, numerous variations exist throughout the country and are largely driven by local circumstances. For example, in some communities the chamber of commerce is strong enough to support an additional organizational component or department designated for downtown. Additionally, there may be the possibility of creating some form of district that dedicates their resources and attention on downtown. This is only feasible when existing property owners believe they have adequate margins within their operating statements to support the added assessment that comes with these funding mechanisms.

Experience has proven that the most successful communities accomplish their desired outcomes by developing a solid organizational component early in the process. Regardless of the organizational structure chosen, what is important is that one be created early, that responsibilities are well defined, and that the

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effectiveness of the efforts are monitored and evaluated. If the community does not create and develop a viable organization to oversee and manage the process at the onset, the program most likely will not accomplish the desired outcomes and will further risk fading away before it has a chance to succeed, despite the best intentions of all concerned.

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.

Observation: Downtown needs attention and a champion! Sterling has a beautiful downtown that is the heart of the community with great historic buildings, arts, destination businesses, active stakeholders, and room for investment. However, without a concerted effort to maintain a historic downtown, the buildings deteriorate, businesses relocate, and the reasons to gather in the traditional core start to dwindle. The city and stakeholder groups who value this unique area full of character and history must serve as the watchmen who protect the downtown and consider how changes to policy, neighboring communities, and the region might impact the vitality of the downtown.

Recommendations:
- The city must make the downtown a priority if there is to be a real change. While local governments are not the only stakeholder responsible for protecting the traditional core of the community and seat of the county, they are the best placed to lead the charge. Utilize the city’s Master Plan update process to obtain buy-in for the concept of downtown as the heart of the community. Prioritize downtown and take ownership: put your money, your volunteers, your marketing, and your time into the downtown.
- The city, Logan County Chamber, LCEDC and SURA are strong and well respected service providers, and with partnership and dedicated effort these organizations can form a sustainable advisory committee structure to drive the downtown initiative. Explore options for these organizations (and 2-3 community representatives identified through the planning process) to select the key priorities for Sterling based on the downtown plan. Consider a model that allows a city employee to be dedicated to this effort and to be supervised by an advisory committee made up of the above mentioned groups. Empowering an advisory committee to oversee the functions and implementations outlined in this report requires that the committee be empowered to have clear roles, responsibilities, accountability and performance goals established and subsequently measured. The action matrix in the appendices of this document will provide a starting point to work from, but it will require that the community review, revise, and adapt that plan to make it fit Sterling’s needs moving forward. This document must be considered a living document that is updated regularly and continuously shaped to the environment in Sterling.
- Consider the options in this report, as well as other possibilities to identify resources to support creation of a staff position to manage the process of downtown revitalization. Past efforts should be reviewed to determine why they failed.
- Create a city resolution or policy to encourage growth in downtown. The city and SURA and LCEDC do a great job in supporting the private sector and leveraging investment. Directing this focus and providing a statement of priority to support downtown helps galvanize stakeholders and resources towards this initiative.
- Hire a staff person to coordinate downtown efforts. Prioritize program development, grant writing, and fundraising to identify resources for part-time or full time staff dedicated to the downtown initiative. Consider AmeriCorps VISTA, Best and Brightest, or a part-time staff to drive this process. There are several options to obtain a full or part-time employee at an
affordable cost (as low as $8k/year). Work with DOLA to connect with those programs and better understand how Sterling can benefit from some of these existing programs.

- There is a strong partnership with the college through the chamber, LCEDC and SBDC. This partnership is a good foundation to build on in developing student engagement and assistance for the downtown initiative as well as identifying assistance for small businesses. An NJC internship program would support the downtown initiative with grant writing, marketing and communications.

- Developing the leaders of tomorrow must start today. If the community wants to retain the youth and encourage them to return to (or stay in) Sterling, the time to build the awareness of opportunity and engagement is now. Downtown is a place for fun, for business, and for community. Bringing youth into leadership roles in those areas will not only better understand how they can find work in Sterling after college, but they will also be better educated on their role as a citizen of Sterling. There are many groups in Sterling that are providing scholarships to youth. It would be worthwhile to better understand all of the groups providing these scholarships and to work with them to perhaps develop a community pool of funds that will support community needs. Consider partnership with groups who provide scholarships. Use the scholarship competitions to focus attention of students and educators on downtown development.

Observation: In 2002 Sterling developed ‘Our Vision Our Future’. The current planning process, should incorporate an updated and current version of the 2002 priorities with a special focus on downtown Sterling. Tools should be developed after the goals.

Recommendations:

- Sterling’s strengths appear to be a very rich quality of youth engagement, history, arts, and natural amenities. The community is proud of these components of community life, so developing messages that support those concepts is an imperative to Sterling. Starting your strategic events matrix objectives of Youth Engagement, Historic Education, Artistic Development, and Physical Activity might be an interesting exercise in building a more cohesive plan for each existing event. This process could then be taken into partnership, communications, and image building.

- Determine objectives for downtown: e.g. provide safe and clean environment, maintain historic building stock, fill vacant space with activity, and develop youth activities. If the community is ready to focus resources on the downtown then declare those objectives and engage the community with a request for their suggestions and volunteer hours to make some changes happen.

Observation: Downtown Sterling has a great core of dedicated stakeholders, but the true identity of the downtown needs to be defined.

Recommendations:

- Develop a visioning and branding process for downtown though the Master Plan update and implement it in all materials. As the community becomes more engaged and aware that Sterling is embarking on community development and everyone has a role, utilize the background of your Master Planning process with a series of community dialogues to create your special brand. Be sure that this is unique, authentic and truly positions the community as a destination with something special to offer!

- Develop clear and consistent communications and meetings with stakeholder groups with regular reports to council. Remember that community development is a long-term process and it will require a strong foundation and buy-in from all stakeholders. Begin holding a stakeholder meeting every month, taking one hour to discuss the role of each group, share ideas for new projects, and identify how best all will work together with each new challenge. Be sure that this group records discussions and shares a brief written and
verbal report with council and perhaps the local paper when applicable.

Observation: There is no one-stop information online that shows opportunities and resources for business, events, and news specific to downtown Sterling.

Recommendations:
- Create a downtown Sterling website that includes downtown business information and a list of vacant office and store opportunities, that keeps existing businesses informed and allows input on a regular basis. Additionally, it should provide comprehensive information on incentives for starting a business in Sterling, including façade grants, opportunities for marketing, revolving loan programs, links to small business development centers, banks, and the like, that are available in Sterling. Think about what prospective business owners might be interested in and be sure to include available real estate, business clusters that Sterling is encouraging (restaurants, women’s clothing and shoes, etc.), workforce to fill employee positions, and don’t forget business owner families that want to know about the school district, housing, and recreation.

Become a clearing house of information about downtown, including:
- Promote downtown volunteer opportunities available online and displayed in businesses and schools: Ask each stakeholder group to identify their needs for volunteers, including the skills, hours, and projects they would like help on. Collect these job descriptions in a spreadsheet and post titles online so that students, retirees, or others looking to participate in the community can find out about all of the opportunities. Be sure to have an annual volunteer appreciation event that highlights volunteers from all stakeholders. This will help build community spirit and excite the entire community.
- Downtown Colorado, Inc. is currently working with the State of Colorado Workforce area to identify ways to include downtown volunteer opportunities in the system and to hold training for communities interested in stepping up volunteer opportunities as a means for professional development. As you move forward with the process outlined in the action matrix, contact DCI to discuss next steps for engaging with the Workforce Center.
- Events and event planning organizations: Begin the process of cataloging and posting information about all stakeholders, partner groups, non-profits, and services available. It is important to remember that a cluster of activity draws people, volunteers, businesses, etc. Be sure all events and programs are accessible in one place and that links between all groups in town cross-promote. Remember complement don’t compete! Unification is extremely important!

Observation: There are many stakeholders with similar goals and efforts that are duplicated.

Recommendation: Stakeholders should consolidate efforts to maintain a healthy historic downtown.

- Conduct an organizational audit to identify which organizations serve downtown – define their mission, funding, responsibilities and geographies. Use this process to start a stakeholder group to work collaboratively on project development, objective identification, and developing community-wide partnerships.
- Decide who will oversee implementation of the recommendations herein and establish a consistent reporting format for council and / or relevant boards along with a reporting schedule (benchmarks).
- Create a downtown planning group (start with EDC board) to serve as an advisory board for processes. Hold regular meetings to outline opportunities and challenges, and work together with SURA, city and county staff, NJC, the library, historical society, etc., to resolve these challenges. The master planning process is a
great start, but remember this should continue FOREVER.

- Develop a team and a structure that makes people feel welcome and be sure to always invite new businesses and organizations when they come to town.

**Recommendation:** Consider partnership and new sources of funds to support this process.

- Work with local lenders to direct Community Reinvestment Act (CRA) dollars, revolving loan funds and various grant programs to strategic development and redevelopment projects in downtown.
- Contact several local and regional banks and request that they contribute to a loan fund from which property owners could access low interest or no interest loans. Seek additional funding from sources such as USDA.
- Contact the Federal Highway Administration or CDOT regarding transportation enhancement dollars for sidewalk lighting, streetscape and signage improvements within downtown.
- Develop a 5-year business plan / capital plan (through the Citizens Advisory Board) to be funded by lodging tax revenue after monument sign is paid for (current obligation).

**Historic Preservation**

Historic preservation acknowledges the important historic resources of a community (buildings, structures and landscapes) and endeavors to preserve these resources, celebrate them and allow for them to be useful through restoration and adaptive reuse. Preservation can involve brick and mortar restoration projects but can also identify, document, educate about and interpret these resources, telling the story of your community. The importance of these resources lies not only in their architectural significance but in their history, use and contribution to a sense of place.

The State of Colorado has several important programs to help local communities in preservation work. These include the State Historical Fund, the Certified Local Government program, preservation tax credits, and heritage tourism initiatives.

**Observation:** Designation of a downtown historic district could bring recognition and incentives to downtown without imposing onerous and costly regulations upon property owners. While many property owners express support, owners are still not well-informed about the nuances of historic district designation options (local, state, national), much less the tools that may be used (incentives [grants, tax credits], guidelines, standards) and what designation means for their properties. Education is needed in order ensure the designation is understood and used effectively. Benefits of the designation could include, but are not limited to:

- A National Register district would bring recognition and the opportunity to use tax incentives or state grants, without creating any obligations for owners who do not choose to use tax credits.
- A local register district or local individual landmark designations could also bring incentives if the City of Sterling chose to start a certified local government (CLG) preservation program. A local program may or may not choose to create design guidelines or standards and/or local incentives. Note that a local program requires some staff and volunteer capacity.
- If a district is not desired, individual landmark designations (at the national or local level) could be pursued. Among these options, this one has the greatest potential to create a greater financial burden on individual property owners wishing to access incentives.

**Recommendations:**

- Completing a downtown historic survey and pursuing designation options that the community and interested parties agree to would assist in celebrating and prioritizing the history in downtown Sterling. While the community has chosen not to fund this in 2012, the option remains viable and State Historic Funds can
be acquired to cover up to 75% of the cost of the assessment. The historic survey is a useful document for: district designation materials, property owners to use in pursuit of individual designation and/or incentives, for education of the community, and for the development of heritage tourism materials.

- Hold a property owner’s workshop(s) and distribute a publication or online publication to explain the options, their consequences and potential benefits.
- Determine as part of the Master Plan process whether to designate a National Register Historic District.

Observation: The community may not understand the value of history as a draw for tourism and investment. The Colorado Tourism Survey has found that historic downtowns are a primary draw for overnight visitors in Colorado, that heritage tourists tend to stay longer and spend more money, and that more travelers are incorporating heritage activities into their itineraries. However, there is no coordinated heritage tourism program for the downtown. History Colorado, the National Trust for Historic Preservation, the DOLA Main Street Program, the CDOT Scenic Byways program, the Colorado Tourism Office and the Historic Preservation program at CU Denver, among others, can provide information on establishing Sterling as a heritage tourism destination.

Recommendations:
- Capitalize on the historic nature of downtown in your promotions, branding, incentive programs, design, signage, etc. Celebrate your community, how you got here, the built environment, the characters, etc.
- Enhance heritage tourism content in everything you do. Heritage tourism will primarily start on the web by creating a special area that uses key words to tap into the tourism market that this concept can garner. Then consider brochures, plaques, and other promotional collateral about Sterling’s history and all of the interesting facts and stories that make you so unique.
- Encourage voluntary preservation through education, assistance and incentives. Include a challenge for youth and school classes to research historical tales and create presentations for 1. Print (local newspaper, website, and brochures), 2. Interaction (add a component into an event that might be a competition, a theater act, etc.), 3. Audio or video (this might be an audio history interviewing seniors, a walking tour or a link on the website to a video).
- Recognize the value of historic neighborhoods, places of worship, accommodations, and heritage sites (Overland Trail museum, sugar beets, etc.). This can be done by creating a plaque or map of historical sites and buildings, or just having a short blurb about them on the website or in a brochure.
- Coordinate marketing of historic downtown together with the Overland Trail Museum, which is a strong draw for heritage tourists, as well as travelers in general.
- Celebrate the Pawnee National Grasslands (a scenic byway) and other regional draws (cycling, horseback riding) – market visiting the grasslands with an overnight stay in Sterling.
- Hold hospitality trainings hosted by Colorado’s Scenic Byways Program (CDOT). Include heritage content in trainings aimed at familiarizing front-line workers with downtown
and regional attractions, history, and goods and services available to travelers.

- Place interpretive signs in prominent downtown locations (examples: Arvada or Victor, CO) that tell the Sterling story and link it to historical sites and buildings or famous Sterling characters.
- Interpret history through arts – murals, etc. Make it relevant to the city’s identity. Don’t shy away from controversial topics. Make the history come alive.

Observation: Many downtown buildings have been allowed to deteriorate or have been altered in ways that compromise their quality or historic integrity.

Recommendations:
- Create a volunteer-based “paint and repair” program for downtown buildings, leveraging the work the Sterling Historical Society has done at the Overland Trail Museum. Ensure quality architectural design, material selection and treatment, and color schemes while mobilizing volunteers to paint and make minor repairs to downtown buildings (see Victor, CO, for example). Consider a volunteer job description focused on this alone and perhaps tying it to some of the scholarship funds available through partner groups.
- Hold workshops for building owners and local contractors emphasizing specific techniques and the benefits of appropriate treatments for historic buildings. This might start with a brief brochure for building owners about the benefits of historic buildings for the environment, community character, and the community programs geared toward increasing investment in downtown.
- Seek funding for energy efficiency and weatherization in historic buildings, thereby reducing the operating costs to business owners.

Observation: There is no local preservation program to assist owners in accessing incentives.

Recommendations:
- Build partnerships with and capacity in preservation organizations, including the Sterling Historical Society, the Overland Trail Museum, and the Sterling Downtown Improvement Corporation, as well as interested stewards of historical buildings (churches, Elks, Masonic Temple, Theater, etc.) Work with preservation champions in the community. The Historical Society may play a number of roles from education and events and applying for grants to produce educational/interpretive materials and signage, to operating or even owning historic structures.
- Identify structures and sites of particular merit and work proactively with owners to achieve preservation primarily through economically viable adaptive re-use. While this may initially focus on downtown, other important sites could include the nearby Sugar Beet Factory, places of worship, prominent homes, and agricultural sites.
- Consider becoming a Certified Local Government (CLG). This will require the adoption of a preservation ordinance and creation of a preservation commission that meets at least quarterly. Certified Local Governments not only adhere to best practices, they receive technical support from the Colorado Historical Society, are eligible for Certified Local Government Grants, and have the option of locally reviewing Colorado State Tax Credit applications. Be aware that staff time will have to be assigned to support the commission and implement the ordinance.
- Develop historic design guidelines for downtown, recognizing the value of good design in lifting real estate values within its borders. Guidelines may be voluntary or may apply to buildings which receive certain incentives or which opt into a local historic district. Grant funding for creating guidelines or standards is available through History Colorado.
Promotions

Promotion is one of the four key points in building a vital downtown. According to the National Trust Main Street Center, promotion sells a positive image of the commercial district and encourages consumers and investors to live, work, shop, play and invest in the downtown district. By marketing a district’s unique characteristics to residents, investors, business owners, and visitors, an effective strategy forges a positive image through advertising, retail promotional activity, special events, and marketing campaigns carried out by local volunteers. These activities serve to improve consumer and investor confidence in the district while encouraging commercial activity and investment in the area.

Observation:
There are few online outlets for promoting the community, businesses, events and promotions in downtown Sterling.

Recommendations:
• Create a monthly or bi-monthly online newsletter that highlights business opportunities and new events, as well as requests for artists, volunteers or employees. Ask businesses to display a newsletter sign-up sheet and collect those names before each newsletter is released.
• Create a downtown Sterling Facebook page. The Facebook address should be defined collaboratively and after the vision has been refined. Make the username Sterling, or SterlingCO so the address is easier to link to www.facebook.com/sterling (or something similar). Work with SBDC and NJC to find interns or volunteers to take on this role.
• When Facebook is updated, upload images and photos about the community. Remember to add all events to the Facebook page.
• Create a QR (quick response) code that can be added to any downtown brochures or maps. This code can be scanned by smart-phones with a direct link to the downtown website or Facebook page. This will enable visitors to find out more information about the community, including businesses and area attractions.
• Create a Twitter account that can be updated by the city, chamber, downtown group, or others, with updates, news, announcements, business openings and opportunities. Twitter is a great way to gain exposure to the entire state. Use hashtags such as #COHistory, #COEvents, #ColoradoTravel, and #Colorado to increase exposure as an event and tourist hub.
• Train business owners in the use of online and social media tools for e-commerce and promotions.
• Support the SBDC in its efforts to reach out to business owners.

Observation:
There is no incentive or attraction for residents in Sterling to shop downtown.

Recommendations:
• Broadly promote and strengthen the “shop local” campaigns initiated by Northeastern Junior College students. Consider engaging these students (or others) in a downtown internship to research and enhance the existing campaign. Some shop local materials will be included in the appendices.
• Create a cohesive strategy for new “shop local” campaigns throughout the year, for example: create “downtown dollars” to be used only at downtown merchants, receipt raffles, cash mobs, Small Business Saturday and other holiday promotions, etc. Promote these campaigns online and in the newspaper in addition to the radio ads.
• Work with local and regional newspapers to highlight a different store each week, giving background information and current in-store promotions or sales. Consider asking the highlighted store to have a special e.g. “Third Thursdays for Locals Deal of the Month” or a little gathering to show locals what is on special.

Observation:
Sterling has great promotional events, but they require greater coordination to be more
Recommendation:
- Create a committee for promotions within the Downtown District. Identify a few individuals to be in charge of downtown business and events promotion until a staff person has been hired (see Organization section). Have this group start working on the strategic events matrix.
  - Create objectives for events and promotions to strategically think about how they meet specific audiences, image building, special events, and retail needs. Engage NJC students, high school students, and other youth to actively participate.
  - Extend the successful July Jams from June to August and change the name! Add a strong fundraising component, a way for youth to help plan and carry out the event, and some special materials to highlight the downtown merchants.
  - Develop annual awards and competition criteria to encourage business and property owners to enhance store front appearance, celebrate good design, customer service, facades, etc.
  - Start a weekly or monthly column in the local newspaper on happenings downtown. A news story reaches your audience in a way that paid advertisement doesn’t.
  - Establish an “adopt a block” promotional program downtown; solicit different schools and service organizations to adopt a block and be responsible for planting and maintaining plantings. Share pictures on social media and websites to show others how much fun they are having while beautifying Sterling!

Observation: Downtown merchants, restaurants, and hotels are a great resource for referrals to other downtown business owners.

Recommendations:
- Place promotional material at the chamber, motels, college, and businesses both within and outside of downtown. Be sure that these materials include everything you have to offer. Remember complement not compete and promote business clusters (restaurants, women's clothing, etc.)
- Create a collaborative and cross-promotion campaign among downtown businesses. For example, if you show a receipt of over $10 you get a free coffee.
- Create a familiarity program for employees from businesses all over town (especially on the highway) to visit downtown stores and become familiar. Use your “Third Thursday for Locals” to offer prizes, discounts, etc. to encourage participation of downtown employees and volunteers in visiting and understanding the products available and location of businesses downtown.
- Hold regular meetings of event planning organizations to consolidate efforts and combine resources for greater impact. Be sure to think about complementing one another for QUALITY events rather than adding in quantity.

Observation: Downtown has not been adequately promoted to local residents, visitor customers or other existing retail and service operators.

Recommendations:
- Work with the school district and other service organizations to fund a scholarship for students with a demonstrated commitment to downtown.
- Develop a presentation that serves to educate the community at-large about the economic development and fiscal benefits of a healthy downtown and the consequences of an unhealthy one.
• Contact DCI to ask for some examples of interactive websites established by and for their downtown businesses (i.e. Golden Urban Renewal Authority). This should identify what stores are in the area, where they are located, special offers and events, and other pertinent facts.
• Work with the Chamber to sponsor “Cash Mob Days” where one day a month, quarter, or a year a specific business in downtown will be supported, as well as district-wide promotion days such as Small Business Saturday, customer appreciation days (such as Arvada’s Lagniappe) or other promotional events that drive business.
• Engage a merchandising specialist to work with businesses one-on-one to make basic changes to presentation, store layout, storefront design, brand and marketing.

Economic (Restructuring) Development

To become successful in their redevelopment efforts, downtowns must first accept that they compete with other segments of the community. In order to most effectively position the area, the community must understand its market opportunities and obstacles, as well as the overall climate for investment. Economic development strategies are a logical step in the development of an integrated approach which can succeed in readying the environment for investment and reinvestment. The next step is strategy identification, prioritization and implementation.

Observation: Resources are available, yet limited to encourage development and redevelopment.

Recommendations:

• Use incentives and regulation to encourage the right mix. Assemble a group of individuals familiar with past redevelopment efforts, and understand previous incentive programs that may no longer be active. Explore the sources of revenue for these programs and determine if they are still viable given prevailing conditions.
• Craft incentive policies to encourage the changes you would like to see. This includes business downtown, restaurants downtown, maintenance and improvements to historic buildings, etc. The more focused the policy, the more it can direct investment where you would like it to go. For example:
  • Improvement grants to support commercial kitchens and environmental remediation of asbestos.
  • Sales tax rebates for downtown businesses and reallocation of capital improvement funds for downtown.
  • Restructure SURA grants to include assistance with elevators to accommodate housing on the upper stories of buildings downtown.

Recommendations: Assess and better understand your assets, past successes, and your current market.
• Conduct interviews with area developers and commercial brokers to understand what factors are creating any economic gaps such that projects become infeasible. Explore what types of resources would be most valuable (i.e., subordination, TIF reimbursements, bond issues, etc.)
• Prepare a map of downtown property ownership, along with a supporting schedule of values, utilization, most recent purchase date and other pertinent information in order to better understand the existing investment climate. Consider land banking by identifying key properties that are important to the integrity of the downtown. Then work with intermediary organizations, whether corporate, non-profit, or philanthropic, who might assist with providing patient capital (20 to 30 years) for the financing of improvements and land-banking efforts.
• Engage Colorado Brownfields (CB) to conduct an audit of downtown buildings;
solicit the participation of property owners and establish a dataset of properties and existing conditions; work with CB to identify dollars for environmental cleanup.

**Observation:** Existing policies and regulations do not consistently encourage investment and reinvestment and in select instances create barriers to investment.

**Recommendations:**
Review all regulating and policy documents (as part of the Master Plan update) to remove barriers to downtown revitalization. The following are suggestions to create a streamlined development review process that will ensure that the community’s vision for downtown becomes a reality:
- Amend regulations to set forth clear submittal requirements, and develop positive intent statements along with supporting incentives. Provide “How To” sections and include graphics.
- Set forth administrative review processes (city manager approval) for projects downtown.
- Consider alternative compliance processes within downtown. Alternative compliance processes provide flexibility in that, the Planning Commission may approve an alternative approach that may be substituted in whole or in part for a plan not meeting one or more of the development standard contained in the land use regulations. In all instances, the proposed alternative must result that in equal to or superior to that which would be provided by the meeting the development standards.
- Remember to determine objectives and use policy and regulation to encourage the change you desire.
- Implement mixed use zoning (vertical mixed-use) downtown.
- Set forth allowances for outdoor seating.
- Establish criteria for accessory dwelling units.
- Establish density bonuses and expedited approval for residential development downtown.
- Update building regulations to allow exemptions for historic buildings and include "opt out" provisions for State review.
- Evaluate current sign regulations.
- Consider adopting design guidelines for downtown.
- Re-evaluate parking requirements in downtown. There is at least a perception that parking can be inconvenient at times and that employees park in front of stores, limiting the number of available and accessible spaces for customers. Confirm whether this is real or perceived and work with property and store owners to determine if it needs to be regulated through creation of a parking management district, dedicated lots for employees or long-term visitors, etc. Note: Regulating parking could be paid for through an additional assessment. If owners cannot afford an assessment, a self-monitoring program will need to be established.

**Observation:** The existing inventory (mix) of commercial offerings in downtown is limited but there are opportunities to capitalize on resources and assets to support downtown revitalization.

**Recommendations:**
- Identify catalysts for redevelopment and communications with property owners.
- Work with the theater owner to expand their show times and program offerings to include dedicated “Moms and Kids” Seniors Only, and Teen Beat movie days.
- Organize an annual or bi-annual meeting of downtown property owners to raise awareness amongst them about what stores are located downtown, as well as what their offerings and hours are.
- Engage NJC and High School business students to create Business Attraction Plan for downtown.
- Work with the school district (schools) to establish a requirement for a certain number of community service hours to be earned in
downtown. Through greater exposure by the student population, retailers might respond with a store that interests this new audience in downtown.

Observation: There are very few residential units in downtown.

Recommendations:
- Establish a data set of downtown buildings, including the information identified above, and house it at the SURA offices; share with prospects as appropriate.
- Partner with the NJC to provide student housing in downtown.
- Amend statutory limitations on housing.

Observation: There are few obvious districts in downtown that could be marketed and leveraged. Among the areas that lend themselves to establishing a district, the physical environment between these and other activity centers is not consistently comfortable for pedestrians.

Recommendations:
- Develop a "green the street" program which addresses: project timing and phasing; financing for construction and maintenance; active and passive public spaces; commercial needs (visibility, signage, and seating); lighting; and, access to parking. Strategic parking areas will need to be identified and ultimately acquired to ensure use as a public benefit.
- "Soften" the existing hardscape by adding trees and grassy areas and encouraging the use of awnings for shade.
- Work with SURA to develop a pallet of colors and materials for publicly-subsidized improvements in the public realm; consider adding a design professional to the SURA board or put them on retainer for design review and recommendations.
- Identify specific areas within downtown that lend themselves to a specific brand or theme that could be marketed and programmed (within and beyond the street). Brands should take their lead from existing or planned elements (i.e., courthouse area, Main Street, Depot, etc.)
- Test the depth of interest for an art district or artisan center. Attempt to quantify the number of artists, and define their funding, facility and programming needs. If warranted, investigate the feasibility of establishing an art district and locate it downtown.

Observation: There is limited confidence in the investment environment downtown.

Recommendations:
- Determine the feasibility of acquiring a building and finding a developer interested in pursuing its redevelopment as a demonstration project. Make a public sector entity a tenant to assist with underwriting criteria.
- Work with the NJC and relevant service organizations to determine the feasibility of and funding for a commercial kitchen incubator (agriculturally-influenced).
• Tap into local products, agriculture, etc. Have locally grown or produced selection in stores.
• Review the Farmer’s Market and bring it downtown. Ensure other community events like Sugar Beet Days stay downtown.
• Establish criteria from which to identify near-term opportunities for catalyst projects which advance the vision and leverage near-term or future public investment. (i.e., favorable property ownership, under-utilization or vacancy, low property basis, etc.)
• Study the potential for development on the river which could serve as a stepping stone from the highway to Downtown (essentially providing activity centers that serve to draw potential consumers to downtown from the east).
• Develop uniform business hours downtown. The hours of operation for downtown stores, while not something that can be regulated, does have a direct impact on other business in the area. SURA needs to facilitate a meeting of property owners or conduct a survey to determine if there is interest in establishing a policy around this issue. If there is not, accept that conditions downtown will not likely change near-term. If there is interest, prepare for more vacancies (near-term) until there is a mix of stores that choose downtown for the certainty that this policy will create.
• Hold coffee and conversation meetings with businesses, property owners and city staff.

Design

Design takes advantage of the visual opportunities inherent in a downtown by directing attention to all of its physical elements: public and private buildings, storefronts, signs, public spaces, landscaping, merchandising, displays, and promotional materials. Its aim should be 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.

Downtown Sterling benefits from short blocks, narrow streets and good building and circulation patterns, with similar building heights, consistent lot widths, narrow streets and ally access throughout. Challenges associated with a difficult economy locally, regionally and nationally have resulted in vacant storefronts, dilapidated signage and/or disregard for the public realm. The downtown assessment tour revealed many interesting things, some of which present challenges, but all in which offer opportunities in looking forward towards a revitalized Downtown.

Observations: There were good examples of streetscape improvements, such as new benches, trash receptacles, and flower baskets however, they were neither cohesive nor continued consistently throughout the downtown area. Overall, the condition of both public spaces and private buildings on the blocks of Main Street was significantly better than on other blocks. Storefronts looked vacant and unkempt on many blocks, creating an obvious disadvantage to those businesses that were open and maintained. In addition, shade trees were lacking on many blocks, making it difficult for customers to walk during the hot summer months. In some instances parking dominated the street frontage rather than landscaping or an attractive building facade.
**Recommendations:**
- Prioritize and focus on the historic downtown core for public and private investment. Develop a ten year Capital Improvement Plan that prioritizes infrastructure expenditures in downtown. When possible, allocate a larger percentage of TIF funding (tax increment financing) towards public improvements.
- Work towards cohesive design that recognizes locally appropriate materials and compatibility with surrounding developments by creating design guidelines through the city Master Plan process. Guidelines should provide material/color suggestions, sign standards, and façade programs on a block by block basis.
- Encourage activity and vitality in vacant buildings by developing a ‘life in vacant spaces’ program. The program should be a tool for property owners and potential tenants and should offer suggestions and ‘how to’ advice on ways buildings and vacant land can be used on a temporary basis.
- Encourage the occupation of second story units to get ‘more eyes and feet on the street’ which will help to improve safety perceptions and increase downtown’s vitality. Establish an adaptive reuse program and prioritize these tenant improvements for SURA grant eligibility.
- Incorporate the CSU/DOLA recommendations to activate public realm (i.e., public plazas) into the Master Plan update.
- Encourage property owners to minimize existing surface parking and increase landscaping along property frontages by developing parking design guidelines, implementing regulatory changes to minimize parking requirements and offer incentives to activate street frontages where surface parking currently exists.
- Organize clean-up efforts (i.e. adopt a block) for private businesses to improve overall appearance of downtown.
- Delegate responsibilities of clean-up efforts to the appropriate entities through signing a Memorandum of Understanding between downtown businesses, SURA, and the city.

**Observations:** There appears to be an uneven balance between truck traffic through downtown and pedestrian-supportive infrastructure. The pedestrian network is discontinuous, cracked and uneven in many locations. There is no identifiable bike network and the circulation network does not adequately serve the mobility impaired population.

**Recommendations:**
- Utilize the Master Plan update process to evaluate the ability of the existing transportation network and anticipated approval of the S-curve and one way street conversions to accommodate multi-modal transportation needs downtown.
- Capitalize on the Master Plan community workshops to devise strategies to create an interconnected, robust and attractive transportation network that also improves mobility for all age groups and the mobility impaired.
- Provide clear communication and outreach materials to visitors by installing kiosks or information boards that highlight what is going on downtown, where and when.
- Continue to develop a bike and walking trails map to encourage connectivity from downtown to the rest of the city, particularly to key destinations including parks and recreational amenities. Bicycle connections to NJC could be particularly beneficial if combined with outreach and marketing of the downtown to students.

**Observations:** Gateways are neither identifiable nor capitalized upon.

**Recommendations:**
- Establish gathering places around identified features/gateways in downtown to reinforce and/or create focal points.
- Design characteristics for gateways should include a unifying design theme including a sense of arrival, publicly-accessible spaces and signage. Consider having the Citizens Advisory Board (see www.beautifysterling.com) take on
this responsibility in partnership with the city.

- Implement the Entry Improvements design concepts to enhance the motorist experience and encourage more traffic to cross the Platte River and venture to downtown as set forth in the CSU/DOLA Downtown Master Plan Concepts Report.

**Funding Mechanisms**

Potential Sources of Funds include the following list (See glossary):

- **Vendor/Booth Fees** – These are charges applied to concessionaires at events, parades, community gathering places. Sterling has no Vendor/Booth license fee.
- **Business License Fees** - These are fees that can be assessed when a new business comes to town. This will help generate revenues for the community, as well as help in identifying what businesses are located downtown. Many times the fees are paid annually. Dollars can be earmarked for specific business needs, events, marketing, etc. Sterling has no business license fee. The fee could be minimal. Many communities have developed a fee schedule by businesses types. A home occupation business might be charged a different fee than a large retail business. A travelling sales person may be charged yet a different rate. Although enforcement is an issue, many communities require anyone doing business in the community have a license. The reasoning is that if an in-town contractor must pay a fee, then the competing contractor from out of town should also pay a fee. The only caution is, be careful not to add to the burden of small or start-up businesses in a down economy.
- **Lodging Tax.**
- **Heritage Tourism Office/Colorado Tourism Office Grants** – The Logan County Chamber should 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. For more information, visit the website [www.colorado.com/ai/MarketingGrantCriteriaFY2009.pdf](http://www.colorado.com/ai/MarketingGrantCriteriaFY2009.pdf)
- **Research grant opportunities for personnel** – Sterling should create a list of stakeholders, potential partners, etc. and determine where to look for funding, collaboration, etc. Perhaps other opportunities exist through AmeriCorps, universities, or other agencies that provide interns.
- **Tax Assistance from General Funds** – Allocate specific funds for downtown improvements.
- **CDOT Region 1 Planning and Management Region**- Sterling should investigate opportunities to utilize Enhancement Funds to assist downtown projects.
- **Community Development Block Grant or Rural Business Opportunity Grants** - These are federal funds that are distributed by DOLA. The Division of Housing and Division of Local Government have funds available, as does the Office of Economic Development and International Trade. DLG money is used for public facilities, DOH money is used to construct housing, and OED money is used for Economic Development. Visit each agency’s website to learn details.
- **Energy Impact Funding for Public Infrastructure** - These funds could assist the community with public infrastructure improvements, including roads, streetscapes, etc.
- **GOCO (Great Outdoors Colorado)** provides funds for planning, acquisition and development for public spaces and trail connections.
- **The National Trust for Historic Preservation** provides grants up to $10,000 for projects in Colorado. Deadlines are Feb 1, June 1 and Oct 1. See [www.preservationnation.org](http://www.preservationnation.org).
- **State Historical Fund grants** are awarded for acquisition & development, education, and survey and planning work. [Historic Structure Assessment grants](http://www.historycolorado.org/grants/) are available on a rolling basis. See [www.historycolorado.org/grants/](http://www.historycolorado.org/grants/)
grants. History Colorado also offers small grants to Certified Local Governments.
- USDA offers various grants for rural economic development and related areas. See http://www.rurdev.usda.gov/RD_Grants.html or contact the regional office in Denver.
- ArtPlace and other arts organizations provide grants for arts-based placemaking.
- Various Colorado Foundations accept grant applications throughout the year. Investigate foundations accepting the Colorado Common Grant Application, or attend Rural Philanthropy Days to shop projects to potential funders.

**Business Development**
- Governor’s Office of Economic Development and International Trade – This agency has several programs from economic development assessments to small business development centers
- EPA Brownfields Program -This program provides direct funding for brownfields assessment and cleanup.
- Small Business Administration and Economic Development Administration – These are two Federal Programs that can assist local businesses in business startup, expansion and relocation.

Other Resources, e.g. Downtown Colorado, Inc., etc. – As a member of Downtown Colorado, Inc., Sterling will continue to be eligible for DCI services, training, and educational programs. It would be beneficial to review programs such as the Main Street Candidate Program that might offer some on-going training and support to Sterling’s downtown efforts. Additionally, Sterling should consider accessing the benefits of the collaboration of DCI and Colorado Brownfield Foundation (CBF). A half-day workshop is available to communities interested in working on downtown revitalization and brownfield sites.

**Team Member Bios**

**Jamie Carpenter**
**Downtown Colorado, Inc.**
Jamie Carpenter is a graduate of the University of North Carolina Asheville with a bachelor’s degree in Management with a concentration in Business Administration. She developed an interest in community economic development while completing a downtown market analysis during her internship with the Downtown Development Association in her home town of Lincolnton, North Carolina. She has since worked as research and communications assistant for HandMade in America, a community development nonprofit with a focus on growing the craft economy in rural western North Carolina.

**Marc Cittone, Main Street Specialist**
**Department of Local Affairs (DOLA)**
Marc Cittone, AICP joined the Colorado Department of Local Affairs as a Main Street Specialist in May 2011. Prior to this position, Marc served as historic preservation planner and worked on downtown revitalization and land use planning issues for the City of Loveland, Colorado. Marc managed several rehabilitation grants for housing, commercial and heritage tourism sites; managed a downtown zoning update process; oversaw downtown market and parking assessments; and supported various land use planning projects. Marc has also worked in affordable housing and in open space outreach for the City of Boulder.

**Katherine Correll, Executive Director**
**Downtown Colorado, Inc.**
Katherine joined Downtown Colorado, Inc. in 2006 and has served as the Executive Director since 2007. Under Katherine’s direction the organization has restructured the Colorado Main Street state coordinating program for economic development through historic preservation and created the Development & Improvement District (DIDs) program to support urban renewal, downtown development authorities,
and business improvement districts. Born and raised in Denver, Colorado, Katherine has worked on organizational development and program management including 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, and managing an 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.

Greg Etl, Regional Manager
Colorado Department of Local Affairs
Greg Etl joined the Colorado Department of Local Affairs in the spring of 2007 as the Northeastern Regional Manager. The region consists of the nine northeast counties and assists all the local governments within the counties. His office is in Sterling at the historic train Depot.

Prior to joining the Department of Local Affairs, Greg served two terms as Logan County Commissioner, first being elected in 2001, resigning to take the position with DOLA. Greg held many leadership positions while serving as County Commissioner including Colorado Counties Inc. (CCI), Colorado Board of Human Services, County Technical Services Pool (CTSI), Logan County Economic Development, Sterling Regional Med Center Physicians Recruitment, NECALG, NECTA, etc. Prior to being elected as Commissioner, he worked 15 years in the retail business industry in Sterling, including a local lumberyard and then at the Ace hardware store where he was instrumental in moving from the traditional Ace hardware to a Home Center.

Carrie McCool, Principal and Owner
McCool Development
Carrie McCool is the founder and principal of McCool Development Solutions, LLC, a land use consulting firm specializing in providing municipal planning services to Colorado’s small- to mid-size communities. Carrie has more than sixteen years of national and international experience in all aspects of planning. Much of her work focuses on developing comprehensive land use plans, development code revisions, downtown revitalization, diagnosis and drafting of land use policies, design standards and guidelines; preparing implementation strategies and action plans, as well as community engagement strategies and consensus building. Prior to forming McCool Development Solutions, LLC, in 2001, Carrie held staff planner positions for high-growth communities including Arapahoe County, Douglas County, and the City of Greeley. Her focus in all three jurisdictions was current and long-range planning, streamlining the development review process, and development code revisions. Carrie received her master’s degree in Urban and Regional Planning from the University of Colorado at Denver and her bachelor’s degree in International Affairs with a minor in Environmental Issues from the University of Hawaii.

Anne Ricker, Principal and Owner
Ricker|Cunningham
Ms. Ricker has extensive experience performing real estate market analyses, community reinvestment strategies, urban renewal plans and economic development analyses for downtowns, inner-ring suburbs, central cities, commercial corridors, and transit stations in
communities throughout the Western United States. Fundamental to the Denver office’s approach to every assignment is the belief that communities are built through public-private partnerships. Serving clients throughout the Rocky Mountain, Southern and Central United States, and an award recipient from the International Downtown Association, Texas APA, and North Central Texas COG, Anne is currently a member of IDA, Downtown Denver Partnership, Downtown Colorado Inc. (DCI), Urban Land Institute and American Planning Association.

Michael Tupa, Owner
Pridian Design Group
Mike Tupa is a landscape architect with Pridian Design Group in Fort Collins. He has over 30 years of experience on public and private projects across Colorado. His experience spans transportation, reclamation, detail site and community design projects. His downtown work through CSU-DOLA has served rural communities in eastern Colorado with downtown streetscape, park, plaza, trail, and facility design concept and preliminary plans. With hundreds of projects under his belt he has helped towns bring ideas to reality with creative illustrative plans and active community workshops. Since the end of the DOLA program Mike formed PDG to continue the community design mission now with several projects under construction and more in final design stages.

Cassandra L. Wilson, Executive Director
Morgan County Economic Development Corporation
Cassandra has lived in Morgan County since 2009, after moving from central Kansas where she was an Admissions Counselor/Recruiter for Fort Hays State University. Upon relocating in Morgan County, Cassandra worked for the City of Brush! as the Marketing Specialist until she was hired as the Executive Director at Morgan County Economic Development Corporation in February 2012.

MCEDC is a not for profit corporation that is funded through private investors and public dollars from each municipality in Morgan County. The corporation is a resource for current and new businesses to gather information. She holds a bachelor’s degree in Management and Marketing from Fort Hays State University and is currently working on an MLS Degree in Public Administration from FHSU.

Appendices
- Introduction 1
- Action Matrix 2-19
- Shop Local Campaign 20-22
- Elements for Downtown Community & Economic Development 23
- Stakeholder Analysis 24-26
- Strategic Events Matrix 27-28
- Nonprofit Board Responsibilities 29-32
- Executive Director Job Description & Evaluation 33-35
- Employing Low-Cost Staff & Interns 36-43
- Succession Planning 44
- Communication Strategies 45
- Community Meeting Planning 46-50
- Marketing Plan Example 51
- Organizations to Review 52
- Downtown Assessment Agenda 53
- Downtown Assessment Presentation 54-75
- Attendees of Focus Groups 76-79
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**: 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**: allows you to identify volunteers that link your organization to groups that are key to your project.
- **Volunteer by Desired Skill**: allows you to review the skills you need and which volunteers can fill that need. It also allows you to identify the skills that remain unmet in your pool of volunteers.
- **Potential Partners**: For each project, a partner list should be generated to ensure that you have tapped all possible resources.
- **Strategic Event Planning Matrix**: allows you to list objectives and for each event to make sure that all objectives are being met, and all events are serving a purpose.
- **Strategic Event Planning Calendar**: 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.
- **Employing an Intern or VISTA for downtown**
- **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.
- **Example Online Marketing Timeline**
- **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
### Community:
- **Downtown Sterling**

### Observation
- **Downtown Sterling needs attention and a champion!**

#### Recommendation
- Identify a stakeholder group to initiate implementation.
- Provide dialogue and complete list of downtown stakeholders and the contributions each will make.

#### Objective
- Develop a stakeholder group to initiate implementation.

#### Tasks to Reach Objective
- Implement a strategy to develop clear objectives and work plan for downtown with allocated retail enhancement funds.

### Observation
- **Downtown has a great core of dedicated stakeholders, but its true identity needs to be defined.**

#### Recommendation
- Create a city website for downtown Sterling: e.g. safe and clean environment, maintain historic building stock, fill vacant space with activity, and develop youth engagement, history, arts, and natural amenities. Use these messages and objectives to shape and help plan events.

#### Objective
- Develop messages that support Sterling’s strengths: very rich quality of youth activities,包括schools, libraries, and museums.

#### Tasks to Reach Objective
- Establish a solid group of stakeholders focused on downtown.
- Develop a system for reporting to the community.
- Develop a clear and consistent communications and meetings of stakeholder groups with regular reports to Council. Remember that community development is a long-term process and we will need a strong foundation and buy-in from all stakeholders.

### Observation
- **There is no one-stop information source online that shows opportunities and resources for business, events, and news specific to downtown Sterling.**

#### Recommendation
- Create a Sterling website that is a one-stop shop for business owners, residents, visitors, etc.
- Create a website for downtown Sterling information. Work with community groups and stakeholders to develop a distribution framework of opportunities & resources for starting a business in Sterling including: capital grants, opportunities for marketing, revolving loan programs, links to small business development centers, banks, and the like, that are available in Sterling. Identify information that would be useful for prospective business owners, people interested in available real estate, business clusters that Sterling is encouraging (restaurants, women’s business clusters, etc.). Collect these descriptions in a spreadsheet and post titles online so that students, retirees, or others looking to participate in the community can find out about all of the opportunities.

#### Objective
- Identify a stakeholder group to initiate implementation. Review action matrix to develop clear objectives and work plan for downtown.

#### Tasks to Reach Objective
- Develop job description and process for evaluation for this position.

### Observation
- **There are many stakeholders with similar goals and efforts that are duplicated.**

#### Recommendation
- Consolidate efforts among stakeholders to maintain a healthy historic downtown.
- Conduct an organizational audit to identify which organizations serve downtown.
- Identify stakeholders to work collaboratively on project development. Work with organizations to form a volunteer and outreach committee. Ask each stakeholder group to identify their needs for volunteers, including the skills, hours, and projects they would like help on. Collect these job descriptions in a spreadsheet and post titles online so that students, retirees, or others looking to participate in the community can find out about all of the opportunities.

#### Objective
- Conduct an organizational audit to identify which organizations serve downtown.

#### Tasks to Reach Objective
- Develop a team and a structure that makes people feel welcome and be sure to always consider new businesses and organizations when they come to town.
- Develop a process for welcoming new businesses and organizations. Collect information about resources, committees, etc.
- Support ongoing partners in facilitating public improvements downtown. Work with local leaders in other communities to identify outreach opportunities, etc.
<table>
<thead>
<tr>
<th>Deliverables</th>
<th>Partners/Stakeholders: Expertise Needed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stakeholders’ Analysis (included in appendices).</td>
<td>Downtown &amp; Business organizations, City, library, Schools, Civic groups, downtown planning group. DCI has models and can avoid this process.</td>
</tr>
<tr>
<td>Updated Action Matrix with assignments for stakeholder to have quarterly goals for implementation.</td>
<td>Downtown &amp; Business organizations, City, library, Schools, Civic groups, SURA, DSI, LCEDC, Chamber, NJC.</td>
</tr>
<tr>
<td>List of priorities.</td>
<td>City, Chamber, LCEDC, SURA.</td>
</tr>
<tr>
<td>Full-time staff person hired.</td>
<td>City, Chamber, LCEDC, SURA.</td>
</tr>
<tr>
<td>Job description crafted and plan for evaluation and review developed.</td>
<td>City, Chamber, LCEDC, SURA.</td>
</tr>
<tr>
<td>An offering of scholarships that are focused on developing a set of skills that will support community needs.</td>
<td>Community organizations, Schools.</td>
</tr>
<tr>
<td>Strategic events matrix.</td>
<td>Chamber, Sterling Historical Society, School, Parks &amp; Rec department, community organizations, seniors, downtown business, Chamber.</td>
</tr>
<tr>
<td>Outline of branding strategy.</td>
<td>City, Chamber, LCEDC (downtown planning group), SURA, businesses, community organizations, Planning Team, property owners and citizens.</td>
</tr>
<tr>
<td>Database of volunteers and dedicated community members.</td>
<td>Chamber, Sterling Historical Society, School, Parks &amp; Rec department, community organizations, seniors.</td>
</tr>
<tr>
<td>Define the mission, funding, responsibilities and geographies of the organizations serving downtown, and determine where efforts can work together.</td>
<td>LCEDC (downtown planning group), SURA, Chamber, SDIC, business and property owners, web designer, NJC, Community Advisory Board.</td>
</tr>
<tr>
<td>Capital improvements plan.</td>
<td>SURA, LCEDC (downtown planning group), SURA, DSI, Chamber, SURA, business, and property owners.</td>
</tr>
<tr>
<td>Package of information about resources, committees, etc., &amp; created.</td>
<td>LCEDC, LCEDC, LCEDC, LCEDC (downtown planning group), SURA, DSI, Chamber, SURA, business and property owners.</td>
</tr>
<tr>
<td>Proposal to local lenders for business incentive programs.</td>
<td>LCEDC, LCEDC (downtown planning group), SURA, local financial institutions.</td>
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<td>LCEDC, LCEDC (downtown planning group), SURA, local financial institutions.</td>
</tr>
<tr>
<td>Proposal to DOT or Federal HWY Administration for transportation enhancement funding.</td>
<td>LCEDC, LCEDC (downtown planning group), SURA, local financial institutions.</td>
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<tr>
<td>Capital improvements plan.</td>
<td>LCEDC, LCEDC (downtown planning group), SURA, local financial institutions.</td>
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*Note: Continue annually*
<table>
<thead>
<tr>
<th>Observation</th>
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</thead>
<tbody>
<tr>
<td>Many downtown buildings have been allowed to deteriorate or have been altered in ways that compromise their quality or historic integrity.</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Recommendation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Create a volunteer-based, architect-designed program to clean, paint and make minor repairs to downtown buildings (see Victor, CO).</td>
</tr>
</tbody>
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<thead>
<tr>
<th>Objective</th>
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</thead>
<tbody>
<tr>
<td>Foster community buy-in and pride in the beauty of the downtown.</td>
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</tbody>
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<thead>
<tr>
<th>Tasks to Reach Objectives</th>
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<tbody>
<tr>
<td>Contact Victor, CO to explore the model they used.</td>
</tr>
</tbody>
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<thead>
<tr>
<th>Observation</th>
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</thead>
<tbody>
<tr>
<td>There is no local preservation program to assist owners in accessing incentives.</td>
</tr>
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<table>
<thead>
<tr>
<th>Recommendation</th>
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</thead>
<tbody>
<tr>
<td>Identify structures and sites of particular merit and work proactively with owners to achieve preservation.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Objective</th>
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</thead>
<tbody>
<tr>
<td>Maximize catalog or &quot;white elephant&quot; buildings and take advantage of opportunities to leverage private investment.</td>
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</tbody>
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<th>Tasks to Reach Objectives</th>
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</thead>
<tbody>
<tr>
<td>Include preservation organizations in strategic inventorying and prioritization process.</td>
</tr>
<tr>
<td>As part of Master Plan process, access support for a preservation ordinance and capacity to support the program in the future.</td>
</tr>
</tbody>
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<table>
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<tr>
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<td>Downtown stakeholders and the community as a whole haven't recognized history as a draw for tourism and investment.</td>
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<tr>
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<tbody>
<tr>
<td>Complete a downtown historic survey and pursue designation update that the community has agreed upon. State Historic Funds are available to cover up to 70% of the cost of the assessment.</td>
</tr>
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<tr>
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<tbody>
<tr>
<td>Examine whether to pursue grant funding and if desired, approve matching funds and submit grant application.</td>
</tr>
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<th>Tasks to Reach Objectives</th>
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<td>Complete downtown Historic Survey.</td>
</tr>
<tr>
<td>Approve matching funds for historic preservation.</td>
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</table>

<table>
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<tr>
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<tbody>
<tr>
<td>Designation of a downtown historic district could bring recognition and incentives to downtown without imposing regulations upon property owners.</td>
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<td>Examine whether to pursue a historic district designation.</td>
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<tbody>
<tr>
<td>Complete downtown Historic Survey.</td>
</tr>
<tr>
<td>Complete project.</td>
</tr>
<tr>
<td>Start planning next workshop.</td>
</tr>
<tr>
<td>Hold annual workshop. Ensure publicity and invitations.</td>
</tr>
<tr>
<td>Start planning next workshop.</td>
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</tbody>
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<td>Examine eligibility for setting State Historic Funds.</td>
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<td>Complete downtown Historic Survey.</td>
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<td>Determine whether to pursue a historic district designation.</td>
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<td>Examine whether to pursue grant funding and if desired, approve matching funds and submit grant application.</td>
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<tr>
<td>Develop heritage tourism through promotions of the historic qualities and activities in Sterling.</td>
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<tbody>
<tr>
<td>Create opportunities for downtown or other businesses to market downtown Sterling as a place to stay before/after a visit.</td>
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</thead>
<tbody>
<tr>
<td>Work with downtown stakeholders to cross-promote the community.</td>
</tr>
<tr>
<td>Work with tourism board to market downtown as a place to stay.</td>
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<tr>
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<tbody>
<tr>
<td>Many downtown buildings have been altered in ways that compromise their quality or historic integrity.</td>
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<td>Address catalyst or &quot;white elephant&quot; buildings and take advantage of opportunities to leverage private investment.</td>
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<td>Include preservation representatives in downtown organization, committees and processes.</td>
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<td>Develop heritage tourism concepts to downtown and historic areas.</td>
</tr>
<tr>
<td>Add competitiveness heritage tourism concepts to downtown.</td>
</tr>
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<td>Create heritage tourism concepts to downtown.</td>
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<tr>
<td>Secure funds for paint and materials.</td>
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<tr>
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<tbody>
<tr>
<td>Identify needed topics, such as: maintenance, historical window, energy efficiency, interior remodeling, ADA access.</td>
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<tr>
<td>Plan workshop, invite local experts, and develop full day session on historic preservation.</td>
</tr>
<tr>
<td>Include preservation organizations in strategic inventorying and prioritization process.</td>
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<td>Add competitiveness heritage tourism concepts to downtown.</td>
</tr>
<tr>
<td>Create heritage tourism concepts to downtown.</td>
</tr>
<tr>
<td>Deliverables</td>
</tr>
<tr>
<td>--------------</td>
</tr>
<tr>
<td>Completed survey addressing downtown Sterling's eligibility on a National Register Historic District.</td>
</tr>
<tr>
<td>Completed and approved nomination. City, County, LCEDC (downtown planning group), SURA designation.</td>
</tr>
<tr>
<td>Sterlite Sterling Nominated as a District on the National Register of Historic Places.</td>
</tr>
<tr>
<td>Planning representation achieved. Sterling Historical Society, SDIC, Overland Trail Museum.</td>
</tr>
<tr>
<td>Heritage tourism information available in brochures. Sterling Historical Society, Chamber, SDIC.</td>
</tr>
<tr>
<td>Cross-promotional marketing between downtown Sterling and Pawnee National Grasslands.</td>
</tr>
<tr>
<td>Cross-promotional marketing between downtown Sterling and other Overland Trail sites.</td>
</tr>
<tr>
<td>Interpretive signage plan completed. Interpretive signage placed downtown.</td>
</tr>
<tr>
<td>Interpretive signage plan completed. Interpretive signage placed downtown.</td>
</tr>
<tr>
<td>Interpretive sign design. Sterling Historical Society, Downtown Planning group, SURA.</td>
</tr>
<tr>
<td>Historic Places.</td>
</tr>
<tr>
<td>Structures to be preserved are identified.</td>
</tr>
<tr>
<td>Structures to be preserved are identified.</td>
</tr>
<tr>
<td>Design guideline completed.</td>
</tr>
<tr>
<td>Design guideline completed.</td>
</tr>
<tr>
<td>Workshop schedule determined.</td>
</tr>
<tr>
<td>Workshop schedule determined.</td>
</tr>
<tr>
<td>Funded through grant from SDIC.</td>
</tr>
<tr>
<td>Funded through grant from SDIC.</td>
</tr>
<tr>
<td>Workshop schedule determined.</td>
</tr>
</tbody>
</table>
### Observation

**Promotion**

<table>
<thead>
<tr>
<th>Recommendation</th>
<th>Objective</th>
<th>Tasks to Reach Objectives</th>
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</thead>
<tbody>
<tr>
<td>There are few online outlets for promoting the community, businesses, events and promotions in downtown Sterling.</td>
<td>This will make it easy for people to find opportunities in downtown Sterling.</td>
<td>Make sure brochure includes all downtown businesses and merchants. Distribute this to Chamber, City, LEDC is list on website. Take downtown of merchants and make sure all businesses are included. Copy this list onto Sterling websites.</td>
</tr>
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**Sterling Action Plan Matrix**

<table>
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<tr>
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<tbody>
<tr>
<td><strong>Sterling Promotion</strong></td>
</tr>
<tr>
<td>Create a monthly or bi-monthly online newsletter that highlights business opportunities, new events, and requests for artists, job opportunities, and volunteer opportunities to display in newsletter sign-up for, and collect and add that information before each newsletter is released.</td>
</tr>
</tbody>
</table>

Create an online and print directory of all businesses in the downtown. | Promote the community, businesses and events. | Make sure brochure includes all downtown businesses and merchants. Distribute this to Chamber, City, LEDC is list on website. Take downtown of merchants and make sure all businesses are included. Copy this list onto Sterling websites. |

Create a Facebook page for downtown Sterling. Make sure address is included in the description box. Add link to the Downtown website. | Increase social media to encourage residents and downtown businesses to be more interactive with the downtown. | Designate a person to be responsible for the update of this page (at least 3-4 times per week). |

Create a Twitter account for downtown Sterling. Add a strong fundraising component, a way for youth to help plan and carry out the event, and some special materials to highlight the downtown merchants. | Hold a tournament or fundraising with city staff, downtown business owners, and other interested parties to determine a plan of action. Create a cohesive strategy for new “shop local” campaigns throughout the year. For example: create downtown dollars to be used only at downtown merchants, receipt raffles, Small Business Saturday and other holiday promotions, etc. Promote these campaigns online and in the newspaper in addition to the radio ads. |

There is no incentive or attraction that brings residents in Sterling to downtown. | Start a weekly or monthly column in the local newspaper on happenings downtown. | Work with local and regional newspapers to highlight a different store each week, giving background information and current in-store promotions or sales. Consider asking the highlighted store to have a special e.g. “Third Thursdays or Local at the North” or a little gathering to show where what is on special. |

Sterling has great promotional events, but they require greater coordination to be more effective at bringing customers to downtown. | Create a “Downtown Sterling” Twitter account that can be updated by the city, chamber, downtown groups, and others with information about news, updates, and upcoming events. | Create a L projected Raiders code that can be added to any downtown brochure or maps. This code can be scanned by smartphones with a direct link to the Downtown website. |

Recommendation Objective Tasks to Reach Objectives

- **Promotion recommendations:**
  - **There are few online outlets for promoting**
    - Businesses in downtown Sterling.
  - **Sterling Action Plan Matrix**
    - Create a monthly or bi-monthly online newsletter that highlights business opportunities, new events, and requests for artists, job opportunities, and volunteer opportunities to display in newsletter sign-up for, and collect and add that information before each newsletter is released.
    - Host a resource for opportunities for both residents and visitors.
    - Assign a person in the Chamber responsible for updating and marketing newsletter. This person should also be in charge of collecting sign-up sheets on a monthly basis.

- **There is no incentive or attraction that brings residents in Sterling to downtown.**
  - Start a weekly or monthly column in the local newspaper on happenings downtown.
  - Work with local and regional newspapers to highlight a different store each week, giving background information and current in-store promotions or sales. Consider asking the highlighted store to have a special e.g. “Third Thursdays or Local at the North” or a little gathering to show where what is on special.

- **Sterling has great promotional events, but they require greater coordination to be more effective at bringing customers to downtown.**
  - Create a “Downtown Sterling” Twitter account that can be updated by the city, chamber, downtown groups, and others with information about news, updates, and upcoming events.
  - Create a L projected Raiders code that can be added to any downtown brochure or maps. This code can be scanned by smartphones with a direct link to the Downtown website.

- **Downtown merchants, restaurants, and hotels are a great resource for referrals to other downtown business owners.**
  - Work with local and regional newspapers to highlight a different store each week, giving background information and current in-store promotions or sales. Consider asking the highlighted store to have a special e.g. “Third Thursdays or Local at the North” or a little gathering to show where what is on special.

- **Sterling has not been adequately promoted to local residents, visitor customers or other existing retail and service operators.**
  - Work with local and regional newspapers to highlight a different store each week, giving background information and current in-store promotions or sales. Consider asking the highlighted store to have a special e.g. “Third Thursdays or Local at the North” or a little gathering to show where what is on special.
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<tbody>
<tr>
<td>Newsletter.</td>
<td>NJC or High School Student with supervision from Downtown Sterling, Inc., Chamber, or SURA.</td>
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<tr>
<td>Online list of downtown businesses.</td>
<td>Downtown Sterling, Inc.; SDIC.</td>
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<tr>
<td>Downtown Sterling Facebook page.</td>
<td>NJC; Business department, SBDC, Chamber and SDIC.</td>
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<td>Frequently updated Facebook page that lists events, and posts photos after the event.</td>
<td>NJC; Business department, SDIC, Chamber.</td>
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<tr>
<td>Twitter account created and responsibilities delegated to different contributors.</td>
<td>NJC; Business department, SBDC, SDIC, Chamber.</td>
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<tr>
<td>Quick Response Code created and utilized on marketing materials.</td>
<td>NJC; Business department, SDIC, Chamber.</td>
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<td>Strategy for shop local campaign throughout the year.</td>
<td>NJC; Business department, SDIC.</td>
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<tr>
<td>Conversations held with local media to develop partnership for downtown businesses.</td>
<td>Local news media.</td>
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<tr>
<td>Committee formed.</td>
<td>NJC, SURA, SBDC, Chamber, local news.</td>
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<tr>
<td>A robust downtown event series that is not only great for families but businesses in the downtown district.</td>
<td>Promotions committee, July, June event committee.</td>
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<tr>
<td>A robust downtown event series that is not only great for families but businesses in the downtown district.</td>
<td>All event planning organizations and promotions committees in greater community.</td>
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<tr>
<td>A fun event that encourages businesses to not only participate in downtown activities, but actively work towards being better businesses.</td>
<td>Promotions committee, NJC.</td>
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<tr>
<td>A column in the newspaper that residents and business owners can look toward for events and happenings.</td>
<td>Promotions committee, newspaper.</td>
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<tr>
<td>Successful implementation of “adopt a block” program.</td>
<td>Schools, SURA.</td>
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<tr>
<td>Create a list of all businesses that materials are distributed to.  See note to get new materials distributed as they are updated.</td>
<td>Chamber, promotions committee, SBDC.</td>
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<tr>
<td>Creation of a coupon or program to successfully cross promote downtown businesses.</td>
<td>Downtown business owners.</td>
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<tr>
<td>Employee familiarization program.</td>
<td>NJC, NLC, downtown business owners.</td>
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<tr>
<td>A routine or guideline for business owners to have to regularly talk to new businesses.</td>
<td>Downtown business owners, SBDC.</td>
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<td>Training session for business owners to use online and social media tools.</td>
<td>Downtown business owners, SBDC, NLC.</td>
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<td>A list of scholarships that give priority to students who are committed to growing downtown.</td>
<td>Organizations that provide scholarships (i.e. Kiwanis Club, Rotary, Labor’s League, political party groups, churches, etc.), Sterling High School.</td>
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<td>A presentation that can be taught in an age appropriate manner about the importance of social investment.</td>
<td>Downtown Chamber.</td>
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<td>&quot;Cash Mob Days&quot; event.</td>
<td>Chamber, promotions committee, Downtown Sterling, Inc., local business owners.</td>
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<td>Merchandising specialist engaged.</td>
<td>Merchandising specialist, downtown business owners.</td>
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## Economic Restructuring

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<tr>
<th>Observation</th>
<th>Recommendation</th>
<th>Objective</th>
<th>Tasks to Reach Objectives</th>
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</thead>
<tbody>
<tr>
<td>Resources are available, yet limited to encourage development and redevelopment.</td>
<td>Review and craft incentive policies to encourage the changes desired would best be seen downtown.</td>
<td>Encourage the right business mix downtown.</td>
<td>Assemble a group of individuals familiar with past redevelopment efforts, and understand previous incentive programs successes and failures.</td>
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<td>Assess and better understand your assets, past successes, and your current market.</td>
<td>Explore what types of resources would be most valuable (i.e., subdivision, TIF reimbursements, bond issues, etc.).</td>
<td>Contact neighborhood area developers and commercial bankers.</td>
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<td></td>
<td>There is limited confidence in the physical environment between these and downtown.</td>
<td>Consider land banking by identifying key properties that are important to the integrity of the downtown. Then work with intermediary organizations, whether corporate, non-profit, or philanthropists, who might assist with providing patient capital (20 to 30 years) for the financing of improvements and land-banking efforts.</td>
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<td></td>
<td>There are few residential units in downtown.</td>
<td>Consider an audit of downtown buildings; establish a database of present and existing conditions; identify dollars for environmental cleanup.</td>
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<td>The existing inventory (mix) of commercial offerings in downtown is limited.</td>
<td>Encourage new downtown applications downtown that were granted under the existing regulations. Review existing regulations for consistency with vision contained within the newly updated Master Plan.</td>
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<td>There are few residential units in downtown.</td>
<td>Develop a &quot;green the street’ program which addresses: project timing and phasing; financing for construction and maintenance; active and passive public realm; protect water resources and promote sustainable design (i.e., subordination, TIF reimbursements, bond issues, etc.).</td>
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<td>There are few obvious districts in downtown that could be marketed and leveraged. Among the areas that lend themselves to establishing a district, the physical environment between these and other activity centers is not consistently comfortable for pedestrians.</td>
<td>Consider land banking by identifying key properties that are important to the integrity of the downtown. Then work with intermediary organizations, whether corporate, non-profit, or philanthropists, who might assist with providing patient capital (20 to 30 years) for the financing of improvements and land-banking efforts.</td>
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<td></td>
<td>There is limited confidence in the investment environment downtown.</td>
<td>Review the Farmer’s Market and bring it Downtown. Ensure other community events like Sugar Beet Days stay Downtown.</td>
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<td></td>
<td>There are few residential units in downtown.</td>
<td>Discuss the needs of business owners, and how city staff can help address those needs.</td>
<td>Survey property and businesses owners to see what meeting time and dates would work best for them.</td>
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</table>

### Observation

**Economic Restructuring**

- **Objective:** Recommend and policy documents as part of the Master Plan update: remove barriers to downtown revitalization.
- **Tasks to Reach Objectives:** Review existing regulations for consistency with vision contained within the newly updated Master Plan.

### Recommendation

- **Recommend:** Develop a "green the street’ program which addresses: project timing and phasing; financing for construction and maintenance; active and passive public realm; protect water resources and promote sustainable design (i.e., subordination, TIF reimbursements, bond issues, etc.).
- **Tasks to Reach Objectives:** Consider land banking by identifying key properties that are important to the integrity of the downtown. Then work with intermediary organizations, whether corporate, non-profit, or philanthropists, who might assist with providing patient capital (20 to 30 years) for the financing of improvements and land-banking efforts.

### Objective

- **Objective:** Encourage investment downtown.
- **Tasks to Reach Objectives:** Review existing regulations for consistency with vision contained within the newly updated Master Plan.
<table>
<thead>
<tr>
<th>Deliverables</th>
<th>Partners/Stakeholders/Expertise Needed</th>
<th>1 - 3</th>
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<th>7 - 9</th>
<th>10 - 12</th>
<th>13 - 15</th>
<th>16 - 18</th>
<th>19 - 21</th>
<th>22 - 23</th>
<th>24 - 26</th>
<th>27 - 28</th>
<th>29 - 31</th>
<th>32 - 34</th>
<th>35 - 36</th>
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<tbody>
<tr>
<td>New or revised incentive policy.</td>
<td>City, SURA, business and property owners (stakeholders), local bankers.</td>
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<td>Full of resources that would be most valuable in Sterling’s current market.</td>
<td>City, SURA, commercial brokers, area developers.</td>
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<td>Determination of viability of landbanking.</td>
<td>Intermediate organizations (non-profit, philanthropic, corporate); City, SURA, LCEDC (downtown planning group)</td>
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<td>Audit of downtown buildings; Established dataset of properties and existing conditions; Funds identified for environmental cleanup.</td>
<td>Colorado Brownfield, City, property owners, LCEDC (downtown planning group).</td>
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<td>Card Use Regulations Review Project.</td>
<td>City, SURA, Chamber, businesses, property owners, Planning Team, LCEDC (downtown planning group).</td>
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<td>Catalyst properties/projects identified.</td>
<td>City, SURA, Chamber, business owners and property owners, developers, corporate bankers and commercial brokers.</td>
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<td>Criteria for catalyst properties/projects identified.</td>
<td>City, SURA, Chamber, business owners and property owners, developers, corporate bankers and commercial brokers.</td>
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<td>Expanded theatre show times and offerings.</td>
<td>Movie Studios, City, SURA and Chamber.</td>
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<td>Annual of bi-annual meetings with Downtown property owners.</td>
<td>City, SURA, Chamber, businesses, property owners, citizens.</td>
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<td>Business Attraction Plan, Community Service Downtown.</td>
<td>School District, NJC, City, SURA, businesses and property owners.</td>
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<td>Inclusion of downtown buildings in city’s Comprehensive Plan.</td>
<td>SURA, property owners, City and developers.</td>
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<td>NFC student housing downtown.</td>
<td>City, SURA and property owners.</td>
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<td>Review regulations.</td>
<td>City, NJC, Attorney.</td>
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<td>Green the Street program.</td>
<td>City, Public Works, SURA, LCEDC (downtown planning group), Planning Team, Downtown business and property owners.</td>
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<td>softened hardscape downtown.</td>
<td>City, SURA, LCEDC (downtown planning group), Planning Team, Downtown business and property owners.</td>
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<td>Relief of downtown colors and materials; Design professional added to SURA Board.</td>
<td>City, SURA, LCEDC (downtown planning group), Planning Team, Downtown business and property owners.</td>
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<td>Downtown branding or theme.</td>
<td>SURA, Chamber, City, businesses, developers, property owners, LCEDC (downtown planning group).</td>
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<td>Irrigation system on every block.</td>
<td>City, SURA, Chamber, downtown property owners.</td>
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<td>Pedestrian friendly downtown.</td>
<td>SURA, Chamber, City, businesses, developers, property owners, LCEDC (downtown planning group).</td>
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<tr>
<td>Commercial Kitchens Incubator.</td>
<td>Property owners, SURA, LCEDC (downtown planning group), Chamber, local bankers, and commercial brokers.</td>
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<td>Farm to Table program.</td>
<td>Local farmers, market managers, public officials, nonprofits, developers, educators, artists.</td>
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<td>Downtown Farmers Market</td>
<td>City, SURA, Chamber, LCEDC (downtown planning group), downtown businesses, farmers, local distributors, restaurants, winegrowers, farmers’ market managers, public officials, nonprofits, developers, artists.</td>
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<td>On-going Regular coffee and conversation meetings.</td>
<td>City, business and property owners; LCEDC (downtown planning group).</td>
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<td>Tasks to Reach Objectives</td>
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<td>Streetscape improvements need cohesive and continued consistency throughout the downtown area.</td>
<td>Promote and focus on the historic downtown core for public and private investment. Develop a ten year Capital Improvement Plan that prioritizes infrastructure expenditures in downtown. When possible, allocate a larger percentage of TIF funding (the increment financed) towards public improvements.</td>
<td>Create a more walkable, visually appealing and sustainable historic downtown.</td>
<td>Promote needed streetscape improvements on a block by block basis (public infrastructure expenditures) downtown. Develop a ten year CIP that reflects priorities.</td>
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<td>Draft design guidelines that reflect vision contained within the newly updated Master Plan.</td>
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<td>Widespread public improvements that are cohesive and strategically located for noticeable visual impact.</td>
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<td>Gateways are neither identifiable or capitalized upon.</td>
<td>Incorporate the CSU/DOLA recommendations and entry improvements design concepts in to the updated Master Plan.</td>
<td>Build on past planning efforts to activate public realm. Establish gathering places around identified features/gateways to reinforce and/or create focal points.</td>
<td>Host public workshops and draft future land use and transportation plans. Work with Public Works Department through the Master Planning process.</td>
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<td>There is an uneven balance between vehicular and truck traffic and pedestrian amenity and circulation.</td>
<td>Align the Master Plan-update process to evaluate the ability of the existing transportation network and anticipated approval of the S-curve and one way street conversions to accommodate multi-modal transportation needs. Downtown.</td>
<td>Encourage property owners to minimize existing surface parking and increase pedestrian and non-vehicular traffic. Develop clear communication and outreach materials to visitors. Increase foot traffic downtown. Develop kiosks or information boards to highlight what is going on downtown, when and where.</td>
<td>Conduct parking demand analysis for downtown, develop incentives to activate street frontages where surface parking exists.</td>
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<td>There are a number of vacant sites and buildings throughout downtown.</td>
<td>Work with property owners to activate their undeveloped sites.</td>
<td>Create activity and vitality to vacant spaces and vacant buildings in the downtown.</td>
<td>Inventory vacant or underutilized spaces. Draft how to guide that provides advice on ways buildings and vacant land can be used on temporary basis.</td>
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<td>Use high school classes to create window displays celebrating the history of Sterling.</td>
<td>Create activity and vitality to vacant spaces and vacant buildings in the downtown.</td>
<td>Work with teachers to determine how this can fit into their curriculum.</td>
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<td>Parking seems to dominate street frontages.</td>
<td>Encourage property owners to minimize existing surface parking and increase landscaping at street frontage.</td>
<td>Enhancement of the public realm and street activation.</td>
<td>Conduct parking demand analysis for downtown, develop incentives to activate street frontages where surface parking exists.</td>
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<td>There is a lack of people on downtown streets and no conveyance of local information/events in public realm.</td>
<td>Develop clear communication and outreach materials to render.</td>
<td>Increase foot traffic downtown.</td>
<td>Develop brochure or information boards to highlight what is going on downtown, when and where.</td>
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<tr>
<td>There are untidy storefronts and public realm area.</td>
<td>Organize clean up efforts in private businesses to improve overall appearance of downtown.</td>
<td>Positive overall appearance of downtown district (i.e., neat windows, sidewalks, storefronts).</td>
<td>Outline responsibilities for upkeep of private property and public maintenance in an Memorandum of Understanding (MOU).</td>
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<td>Pedestrian and bike network is discontinuous and in disrepair, and is concerning for mobility-impaired individuals.</td>
<td>Continue work on bike and walking trail map.</td>
<td>Encourage cycling and downtown biking and use of city particularly parks and rec amenities.</td>
<td>Work with Parks and Recreation Department throughout the Master Plan process for consistency and implementation.</td>
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<tr>
<td>Consistency in style and implementation of public improvements is lacking.</td>
<td>Establish streetscape program for uniform improvements and guidelines for implementation.</td>
<td>Minimal public improvements that are cohesive and aesthetically located for noticeable visual impact.</td>
<td>Inventory of public infrastructure in public realm. Update CIP. Establish guidelines for implementation of the streetscape program (i.e., CIP allocation for public infrastructure such as lighting, benches, plants, etc.).</td>
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<td>Deliverables</td>
<td>Partners/Stakeholders/ Expertise Needed</td>
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<td>Updated CPF. Tracking of TIF allocation in downtown.</td>
<td>City (Public Works and Finance), LCEDC (downtown planning group), downtown business owners and tenants.</td>
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<td>Existing conditions analysis. Three (3) public workshops.</td>
<td>Planning Team, LCEDC (downtown planning group), downtown businesses, utility providers.</td>
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<tr>
<td>Land Use Map, Image and Design or Community Character elements of the Master Plan.</td>
<td>Planning Team, City, SURA, LCEDC (downtown planning group), Chamber, businesses and property owners.</td>
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<td>Transportation elements of the Master Plan.</td>
<td>Planning Team, Public Works Department, SURA, LCEDC (downtown planning group), CDOT, Citizens, businesses and property owners.</td>
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<tr>
<td>Life in Vacant Spaces program.</td>
<td>Public (downtown planning group), SURA, SDIC, property owners.</td>
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<td>Develop a History of Sterling’ window decoration program with high schools.</td>
<td>SURA, Sterling High School, LCEDC (downtown planning group), businesses and property owners.</td>
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<td>Schedule of classes or programs offered in downtown buildings.</td>
<td>LCEDC (downtown planning group).</td>
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<td>Creation of a pop-up store strategy or holiday market.</td>
<td>Property owners, SBDC, NJC, LCEDC (downtown planning group).</td>
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<td>Eligibility determined.</td>
<td>City Building Official, Public Works, SDIC, and LCEDC (downtown planning group).</td>
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<tr>
<td>Parking design guidelines, regulatory changes to parking requirements for downtown sites and eligibility for grants.</td>
<td>Planning Team, Public Works Department, LCEDC (downtown planning group), SURA, businesses and property owners.</td>
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<td>Install kiosks or informational boards/locations that highlight (include map).</td>
<td>SURA, SDIC, businesses and property owners, LCEDC (downtown planning group).</td>
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<td>MOU Executed.</td>
<td>City (Public Works), business, LCEDC (downtown planning group), SURA, Chamber.</td>
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<tr>
<td>City wide bike and walking trail map.</td>
<td>Planning Team, LCEDC (downtown planning group), NJC, City, SURA, Chamber.</td>
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<td>Establishment of streetscape program and CPF updated.</td>
<td>Public Works, SURA, LCEDC (downtown planning group), Chamber, businesses and property owners.</td>
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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 (nonprofits, chambers, downtown business associations, local library, 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: Conduct an audit of goods and services available downtown.
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 daily 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. Conducting a survey or simply asking local businesses to provide a list of "Did you know we have?" can enable you to highlight each store online or through local outlets to inform the community of local goods and services. This will also help you to develop collateral materials including online and printed directories.

Step 3: Determine the best slogan to fit your community's character.
Anyone can say “Shop Local,” but how do you remind consumers to shop local in your community? Commonly used slogans include Buy Local First and Live Local but many cities have more success creating customized logos and slogans. Remember that you are trying to engage your locals so a slogan that doesn't resonate with your hometown character won't be nearly as effective.. Determine which best suits your town or create your own unique slogan. Some Colorado examples are:
- Colorado Springs: There is only one Downtown
- Boulder: Love the Local
- Parker: Go to Town
- Brush: Don't Rush through Brush!

Step 4: Develop targeted collateral materials.
Resources are often tight in a small community, but a few targeted materials can go a long way.

- **Print window stickers for your local businesses to display.** This is a quick and easy way to grab the attention of downtown passersby and connect your local businesses.
• **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. Use this content to develop an online directory as well.

• **Build loyalty through local currency, 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 created a Downtown Colorado Springs gift card in varying denominations that is accepted in more than 100 local retailers. Carbondale has held a drawing for an electric car; shoppers receive a ticket when they shop at one of 200 participating Carbondale businesses. Local currency programs include Lake City DIRT Dollars and Brush Chamber Bucks.

**Step 5: Educate consumers on shopping local.**

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.

**Step 6: Spread the word.**

• **Reach out to your local media.** In smaller communities especially, the local media has as much interest in supporting buy local campaigns as any other local business. Draft a press release with details and contact the local media directly to ask if you can provide further information.

• **Develop a social media campaign.** Use your community website as well as Facebook, Twitter, and other social media sites to engage the community.

• **Present at local events and meetings.** Have an exhibitor table at any local events to talk to residents directly. Remember those stakeholders you engaged in step 1? Ask if you can have a few minutes to present to their organizations.

**Step 7: Assess and analyze!**

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. Below are a few questions to get you started:

**Businesses:**

• Did you actively participate in the shop local campaign? (In what capacity? Sticker in window? Coordinated store hours?)

• Did you notice an impact from the shop local campaign? Higher sales? New customers?

• Did you gather point of sale information (e.g., zip codes) to show
• Which aspects of the shop local campaign do you feel helped you most?
• Is there anything you would do differently?

Residents (Consumers)
• Were you aware of the Shop Local campaign?
• How did you learn of the Shop Local campaign?
• Did the Shop Local campaign influence your behavior? Did you buy more from local businesses? Did you visit businesses you don't normally shop in?
• Have you seen the list of goods and services available downtown? Were you surprised to see anything on this list?

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 events@downtowncoloradoinc.org.
ELEMENTS FOR DOWNTOWN ECONOMIC & COMMUNITY DEVELOPMENT

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

### MENU OF TECHNICAL ASSISTANCE

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

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

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

#### ECONOMIC RESTRUCTURING
- Understanding the market analysis process and its applications
- Understanding how to develop a marketing plan for downtown
- Business development strategies
- Creating market niche strategies
- Business mix and clusters analysis
- Funding mechanisms for downtown revitalization – alphabet soup
- Project feasibility – right project at the right site?
- Creating economic incentive
## Stakeholder 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>
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Identify Potential Volunteers by Stakeholder Groups

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

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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!

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<th>Stakeholder groups</th>
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<td>Projects/Events</td>
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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/Event</th>
<th>Community</th>
<th>Kid friendly</th>
<th>Fund Raising</th>
<th>Traffic Generating</th>
<th>Promotes Retail</th>
<th>Restaurant</th>
<th>Downtown Component</th>
<th>Green Initiatives</th>
<th>Historic Accentuated</th>
<th>Lead Org</th>
<th>Partner Orgs</th>
<th>Demographic Reached</th>
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<td>Outdoor Market</td>
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<td>July 4th Parade</td>
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<td>Christmas Event</td>
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<td>Concerts in the Business districts</td>
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<td>First Friday Art Walk</td>
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<td>Pub crawl/bonfire</td>
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<td>Soap box derby or big wheel race</td>
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<td>Festival</td>
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<td>Home tour</td>
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Primary Demographic Groups 1. Local 2. Surrounding Area 3. Regional 4. Larger area
Sample Strategic Event Planning Calendar

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

<table>
<thead>
<tr>
<th>Objective ► Event▼</th>
<th>Community</th>
<th>Kid friendly</th>
<th>Fund Raising</th>
<th>Traffic Generating</th>
<th>Promotes Retail</th>
<th>Restaurant Component</th>
<th>Downtown Component</th>
<th>Green Initiatives</th>
<th>Historic Accentuated</th>
<th>Lead Org</th>
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<th>Demographic Reached</th>
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<tr>
<td>Outdoor Market</td>
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<td>Concert at Park</td>
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<td>July 4th Parade</td>
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<td>Christmas Event</td>
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<td>Halloween</td>
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<td>Concerts in the Business districts</td>
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<td>Movie Night-dinner</td>
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Basic Responsibilities of Nonprofit Boards¹

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

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;

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¹ "Ten Basic Responsibilities of Nonprofit Boards," published by the National Center for Nonprofit Boards, Washington, DC 20036.
http://www.ncnb.org
• 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 database, 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.

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

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2 The following descriptions were adapted from materials from BoardSource
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. Administrates fiscal matters of the organization
4. Provides annual budget to the board for members' approval
5. Ensures development and board review of financial policies and procedures

Committee Chair Job Description
When using the Main Street Approach, there should be four committees, one for each of the Four Points: Organization, Economic Restructuring, Promotions, and Design. In the initial stages, sometimes the board will fill the role of the Organization Committee. Each committee should develop their own mission statement and work plan on an annual basis.
1. Serves as a member of the Board
2. Sets tone for the committee work.
3. Ensures that members have the information needed to do their jobs.
4. Oversees the logistics of committee's operations.
5. Reports to the Board's President.
6. Reports to the full Board on committee's decisions/recommendations.
7. Works closely with the Executive Director and other staff as agreed to by the Executive Director.
8. Assigns work to the committee members, sets the agenda and runs the meetings, and ensures distribution of meeting minutes.
9. Initiates and leads the committee's annual evaluation.
Executive Director Job Description

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

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

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

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

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

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

Name:Title:

I. Performance in major areas of responsibility

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<tr>
<th>Section</th>
<th>Does not meet</th>
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<th>Exceeds</th>
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<tr>
<td>Project/Event Management</td>
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<td>Donor/Member Relations</td>
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<td>Support to the Committees</td>
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<td>Public Relations/Outreach</td>
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<td>Other:</td>
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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.

EmployeeDatePresidentDate
I. ONGOING RESPONSIBILITIES: summarize the basic and ongoing functions of the job that recur annually, as stated in the current job description:

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

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

IV. Signatures

Employee       Date       Supervisor       Date
AmeriCorps VISTA

Many small Colorado communities do not have the budget to create a position for a full-time employee dedicated to downtown. These communities have been able to incorporate an AmeriCorps VISTA to coordinate downtown needs. The purpose of the AmeriCorps VISTA program is to provide full-time volunteers (VISTAs) to support projects at nonprofit, grassroots organizations, and local government agencies that operate programs to alleviate poverty. VISTAs work to improve organizational infrastructure, expand community partnerships, secure long-term resources, train program participants, and develop other activities that help build long-term sustainability for overcoming poverty. Victor, Silver Cliff and Westcliffe have all utilized the VISTA program to hire additional staff to be responsible for downtown revitalization through the Western Hardrock Watershed Team. (Note: Communities may also apply directly to the AmeriCorps VISTA program.)

Downtown revitalization groups and organizations can utilize the VISTA program for a variety of projects. If you are considering applying for an AmeriCorps VISTA through the Western Hardrock Watershed Team or another VISTA service organization, it is important to first formulate the project plan and outline to meet the mission of VISTA. Consider including items specific to alleviating poverty in your community:

- Developing a business attraction plan, market analysis, and business cluster study
- Applying for grants to improve the appearance of downtown and the upkeep of historic buildings to attract potential businesses, and make downtown a pleasant place for residents and visitors to shop
- Working with volunteer committees to develop events and festivals that bring tourism to the community

The Western Hardrock Watershed Team

Requirements for communities to qualify for AmeriCorps VISTA through the Western Hardrock Watershed Team include:

- Demonstrate the capacity for effective supervision and support for an OSM/VISTA member.
- Develop a project work plan that reflects the Hardrock Team's Core Goals (1. Build local capacity supporting environmental stewardship; 2. Promote environmental stewardship activities in rural communities; 3. Engage economic redevelopment around environmental stewardship; 4. Enhance outreach and education around environmental stewardship; 5. Promote professional development for OSM/VISTA members)
- Sign a memorandum of agreement.
- Be able and willing to pay a yearly administrative fee to support the volunteer position.
- Be able and willing to pay the fringe cost of hosting an OSM/VISTA Volunteer (travel, office, mailing, printing, etc).

Applying Directly to AmeriCorps

Interested organizations may also apply directly to AmeriCorps (www.americorps.gov). To apply for an AmeriCorps VISTA member, the potential sponsor must contact the Corporation State Office to discuss application requirements and procedures. Colorado's corporate state office can be reached at 303.390.2212 (Locate contact information for other state offices at http://www.americorps.gov/about/contact/stateoffices.asp). The state office will provide technical assistance during your application process. The length of the application process varies, but the average time from the initial contact to a final decision is 3 to 5 months.

Applying for AmeriCorps VISTA requires a two-step process:

3 http://www.hardrockteam.org/
4 http://www.americorps.gov/for_organizations/apply/vista.asp
Step 1: Submit AmeriCorps VISTA Concept Paper: Organizations submit an AmeriCorps VISTA concept paper to the corporation state office. This is the preliminary screening tool to determine if the project will be a good fit.

Step 2: Submit AmeriCorps VISTA Project Application If the concept paper is approved, the organization submits an AmeriCorps VISTA project application. The application is completed online and the project must be based on the initial concept paper.

The VISTA Sponsor application requires:

- **A Community Need Statement:** This details the specific need the project will address.
- **Goal Statement:** This will describe the impact the project will have on the need provided. This will be the goal for the entire three years of VISTA sponsorship.
- **Milestones:** What will the project accomplish in a 12-month period? This will include a tentative schedule of when milestones should be accomplished and how milestones will be evaluated and measured.
- **Budget:** The application will provide a budget template which must be completed.

AmeriCorps VISTA Sponsorship Requirements

**The organization must:**

- Be a public sector organization or a private organization designated as nonprofit by the IRS;
- Have resources available for VISTAs to perform their tasks (i.e., space, consumable supplies, telephone, on-the-job transportation reimbursement) and be able to provide emergency cash advances when needed;
- Have the capacity and commitment to recruit, orient, train, supervise and otherwise support the VISTA;
- Have the capacity to involve the beneficiary community in order to achieve project self-sufficiency after the VISTA term;
- Sign a memorandum of agreement that outlines the legal responsibilities of both parties.

**The project must:**

- Address the needs of low-income communities;
- Lead to building organizational and/or community capacity to continue the efforts of the antipoverty project once VISTA resources are withdrawn;
- Describe in measurable terms the anticipated self-sufficiency results at the conclusion of the project, including results to the sustainability of the project activities;
- Clearly state how VISTAs will be trained, supervised, and supported to ensure the achievement of program goals and objectives;
- Be internally consistent. The problem statement which demonstrates need, the project plan, the assignment, and all other components must be related logically to each other;
- Ensure that VISTA and community resources are sufficient to achieve project goals;
- Involve beneficiaries in project development and implementation throughout the life of the project as an advisory group;
- Have the management and technical capability to implement the project successfully;
- Have an appropriate number of requested members for project goals. The skills and qualifications described in the application must be appropriate for the assignment(s);
Best and Brightest

The Best and the brightest Internship Program places students who are pursuing a Masters in Public Administration or Political Science from the University of Colorado Denver in administrative roles in small and/or rural governmental jurisdictions. Objectives of the program include:

- Providing a cost-effective way to help support the increasing administrative needs of small and/or rural governments;
- Offering students a unique opportunity to complete their graduate degree while gaining practical work experience;
- Cultivating potential local government managers;
- Providing an opportunity for Colorado Department of Local Affairs (DOLA) to help meet the administrative support needs of small and/or rural jurisdictions in a cost effective manner.

What is needed to gain a Best and Brightest Intern?

- Applicant jurisdictions must submit a description of the jurisdiction and needs.
- In the application, jurisdictions must develop a work plan and job description for the intern. Students have the understanding that responsibilities can range from public works to preparing the annual budget.
  - Work plan should describe any potential special projects and daily duties.
- Jurisdictions must also provide a plan for mentoring the intern during the entire internship.
  - This plan will list the staff person responsible as the primary mentor and how the intern will be mentored.
  - Mentor opportunities should also include attending commission or council meetings and attending workshops and conferences.
- Towns and counties must match DOLA's award with $17,500 per year to go toward the student's annual salary and benefits package.

To determine your eligibility, please contact your DOLA Field Manager.

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5 The Cathy Shipley “BEST and the BRIGHTEST” Internship Program Overview
Internships

If there is staff to supervise, a project-based internship can be a great way to do research on downtown buildings and development opportunities, determine retail leakages and rental rates to develop a market analysis, work on renderings for downtown facades and improvements, and develop marketing plans for social media, event promotions, and many more.

Tips for Planning an Internship

Before developing an internship program, you must first determine your community needs and a plan for executing the program which benefits both your organization and the prospective interns.

1. **Who will supervise the intern?** Your downtown intern may know about downtown development practices, or they may be completely new to the topic. Regardless, it is important for a staff (city or town employee, nonprofit director, main street manager, etc.) to be responsible for the intern. Remember, your intern is a reflection of your organization and any communication they have with the community-at-large will reflect on you!

2. **What needs does your downtown have that are feasible for an intern?** Through a technical assistance visit, downtown assessment, or other downtown planning process, the needs and priorities of your community have been established. Evaluate the needs of downtown and determine what can be feasibly accomplished by an intern during a 3- to 6-month period of time.

3. **How will you promote the internship opportunities?** Be sure to post the internship on job boards for local colleges and universities, the DCI website Job Board, and other resources in your community and throughout the state.

Sample Internship Job Descriptions:

The following are sample internship descriptions that can be adapted to fit the needs of your organization and downtown.

**Sample Internship Description: Economic Restructuring/Development Intern**

Organization: _____________________________

Job Type: Internship

Degree/Major Preferred: Business, Management, Economics, Accounting, Statistics, Planning, Economic/Community Development, Public Affairs or Administration, Political Science

Location: ________________________________

**Job Description:** The intern will follow the Economic Restructuring model of the Main Street Four Point Approach, learning about the recruitment of new businesses and economic uses, and conversion of underused space into more economically productive property.

Projects may be determined by the intern, or supervising organization, but may include studies of:

- Downtown rental rates
- Measuring retail leakages, sales gaps, analyze trends and census data, and determining market feasibility for potential businesses
- Research on for niche industries in similar communities to determine which types of businesses may work well downtown
- Fundraising and grant-writing
- Business inventory analysis
- Business cluster analysis
- Planning for business incubators
Creating plans for development which include research on potential grants, and analyzing sponsorship opportunities to improve downtown.

**Skills and Abilities:** The intern should have a basic understanding of Microsoft Office programs including Word, Excel, and PowerPoint. He or she should have the ability to work independently on projects, and communicate both in-person and in writing to staff, business owners, and residents.

**Benefits:** The Economic Restructuring/Development intern will have the opportunity to personally contribute to the revitalization of downtown. Interns will work on tangible projects that can be used in portfolios of work and serve as great deliverables for future employment opportunities.

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**Sample Internship Description: Urban Design/Architecture/Planning Internship**

Organization: __________________________

Job Type: Internship

Degree/Major Preferred: Planning, Landscape Architecture, Interior Architecture, Urban Design, Sustainability Planning, Public Affairs or Administration, Historic Preservation

Location: ____________________________

**Job Description:** The intern will follow the Design model of the Main Street Four Point Approach, working on the enhancement of the physical aspects of the downtown district through the rehabilitation of historic buildings, streetscaping projects, and support of planning personnel.

Projects may be determined by the intern, or supervising organization, but may include studies of:

- Research on historic downtown properties, including tax credits for rehabilitation, development of stories to tell the history of downtown, etc.
- Sketching potential building or façade rehabilitation
- Developing renderings for future public facilities and downtown structures
- Illustrating design guidelines
- Working with city planners or local designers to develop way-finding strategy

**Skills and Abilities:** The intern should have a basic understanding of Microsoft Office programs including Word, Excel, and PowerPoint. He or she should have the ability to work independently on projects, and communicate both in-person and in writing to staff, business owners, and residents.

**Benefits:** The Urban Design/Architecture/Planning intern will have the opportunity to personally contribute to the beautification and revitalization of downtown. Interns will work on tangible projects that can be used in portfolios of work and serve as great deliverables for future employment opportunities.
Sample Internship Description: Events and Promotions Intern

Organization: ___________________________________________________________________

Job Type: Internship

Degree/Major Preferred: Marketing, Mass Communications, Public Relations, Business, English, Tourism and Hospitality, Historic Preservation

Location: _______________________________________________________________________

**Job Description:** The intern will follow the Promotion model of the Main Street Four Point Approach, working on the cultivation of a positive image of downtown through marketing its characteristics toward residents, investors, and visitors. The intern will work with staff and promotions committee in coordinating, promoting, and executing downtown special events and marketing for the downtown district.

Projects may be determined by the intern, or supervising organization, but may include:

- Recruiting and coordinating event volunteers
- Plan, coordinate and make logistical arrangements for events
- Attend event planning meetings
- Investigate and solicit event sponsorships
- Promote downtown area and special events through social media, traditional media, and grassroots efforts
- Devise and implement marketing or social media plan
- Design/develop marketing materials
- Develop and market a “Shop Local” campaign or event to encourage residents to visit downtown or local businesses

**Skills and Abilities:** The intern should have a basic understanding of Microsoft Office programs including Word, Excel, and PowerPoint; He or she should have the ability to work independently on projects, and communicate both in-person and in writing to staff, business owners, and residents.

**Benefits:** The Events and Promotions intern will have the opportunity to personally contribute to the marketing and promotions of the downtown district, and events held downtown. Interns will work on tangible projects that can be used in portfolios of work and serve as great deliverables for future employment opportunities.
Sample Internship Agreement

This Internship agreement (the “Agreement”) will confirm the terms and conditions of your Internship with _____________________ (Organization Name) located at _______________________________________ (address)

Please review this Agreement carefully, sign it and return it to the your supervisor by ____________, 2012. This is a legal binding document.

1) I accept the internship, which has been awarded to me by ___________ (Organization Name) and understand the following:

(a) The internship period will begin on ______________ , 2012 and go through _____________, 2012;

(b) Upon successful completion of my internship, ______________________________(Organization Name) will pay me a stipend of $_____ (If applicable). Successful completion of my internship is defined as:

- Successful completion of X hours/week during entire stated intern period
- Successful completion of ________________________________________ (list duties here)
- Successful completion of ________________________________________ (list any additional duties here)
- Participation in monthly progress reviews
- Successful completion of final review and exit interview;

(c) DCI accepts no responsibility for costs arising from accidents and/or illness incurred during my internship.

2) I undertake the following obligations with respect to the internship program:

(a) To observe all applicable policies of the Organization as laid down in the Policy & Procedure Manual and Organization By-Laws;

(b) To always represent ____________(Organization Name) in a professional manner and to refrain from any conduct that would adversely reflect on the organization;

(c) To keep confidential any and all unpublished information made known to me by the accepting office or department during the course of my internship that I know has not been made public;

(e) To provide immediate written notice of planned absences or in case of circumstances that might prevent me from completing the internship.

(f) To complete the internship exit interview at the end of my internship.

Intern Signature:__________________________________________________

Date:___________________________________________________________
Sample Internship Learning Objectives

What specifically would you like to gain from this internship? We want to help you to maximize your internship with (Organization Name) to ensure it is a rewarding learning experience. It is important that you communicate with us what you hope to gain from this internship so that we can strive to incorporate these goals if it is at all possible. Please think about the goals you would like to attain through this internship and be prepared to discuss them one week from start date. Consider the following general objectives: skill development, broader knowledge, career awareness, and personal development.

Please list below what you hope to achieve and/or take away from this internship. Please be as specific as possible so that we can do our best to help you meet your stated objectives.

1.)

2.)

3.)

Resources for VISTA and Interns to Access

- The DCI Online Resource Library (available to DCI members only)
- Main Street Solution Center (Must be a member of the National Trust for Historic Preservation to access): [http://www.preservationnation.org/main-street/resources/](http://www.preservationnation.org/main-street/resources/)
Succession Planning Matrix

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

<table>
<thead>
<tr>
<th>Leadership Position</th>
<th>Name</th>
<th>Time remaining in term</th>
<th>Who will replace them?</th>
<th>Is the successor confirmed?</th>
<th>Necessary next steps to ensure a smooth transition</th>
</tr>
</thead>
<tbody>
<tr>
<td>President/Chair</td>
<td></td>
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<td></td>
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<tr>
<td>Vice President/Chair</td>
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<tr>
<td>Secretary</td>
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<td></td>
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<tr>
<td>Treasurer</td>
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</tr>
<tr>
<td>Design Committee Chair</td>
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<tr>
<td>Organization Committee Chair</td>
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<tr>
<td>E.R. Committee Chair</td>
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<tr>
<td>Promo. Committee Chair</td>
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<td></td>
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<tr>
<td>Significant Business 1.</td>
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<td></td>
</tr>
<tr>
<td>Significant Business 2.</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Other:</td>
<td></td>
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<td></td>
<td></td>
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<tr>
<td>Other:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>AUDIENCES</td>
<td>Everyone <em>(Bare)</em></td>
<td>Community Members</td>
<td>Day-cation Visitors</td>
<td>Destination Visitors</td>
<td>Business Owners/ Investors/ Entrepreneurs</td>
</tr>
<tr>
<td>-----------</td>
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<td>----------------------</td>
<td>------------------------------------------</td>
</tr>
<tr>
<td><strong>Website</strong></td>
<td>Create one website for communities/downtown to market. Consider something clever. Websites are among today’s most important tools for communicating</td>
<td>Community events calendar</td>
<td>What do they need to plan a trip for a day? Package experiences/ build an itinerary Maps (of businesses, historical trails &amp; walks, recreational amenities, etc.)</td>
<td>Vacation planner Lodging resources in the region Links to other visitor sites</td>
<td>Data about communities to encourage new business development Package “doing business” information</td>
</tr>
<tr>
<td><strong>Social Media</strong></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>Facebook</td>
<td>“Twistor Center” – visitors can send in questions about the community via Twitter and get responses</td>
<td>Flickr (gorgeous pictures of the town or view)</td>
<td>Training to diversity with online businesses Social media training for businesses, link them to main website</td>
</tr>
<tr>
<td><strong>Marketing/ Advertising</strong></td>
<td>Create well established identity and package for branding Engage the communities in the role out of a joint marketing campaign</td>
<td>Shop Local campaign Standard window posters, in restaurant table tents or placemats, etc. Bill stuffers to promote community events and businesses Community member discount cards</td>
<td>Target marketing to key visitor areas (via ads/ billboards), tour bus groups, etc. Printed map(s) Strengthen Visitor’s Center?</td>
<td>Targeted viral marketing for key interest groups Visitor Info Packet</td>
<td>Market free business training &amp; support (i.e. merchandising, basic customer service and hospitality training) Focus on consistent weekend hours Business Plan Contest Package “doing business” information for print</td>
</tr>
<tr>
<td><strong>Special Events</strong></td>
<td>Concentrate on year-round activation with emphasis on shoulder seasons</td>
<td>Create special events task force consisting of Merchants Assoc., Chamber, community members, and businesses. Conduct an analysis of events, develop strategic initiatives Event planning matrix – meet goals for audience, year-round activation</td>
<td>Event series released in advance with cooperative ideas Unique experiences at camps for day visitors Bring people to town for the day or evening</td>
<td>Event series released in advance with cooperative ideas Unique experiences at camps for day visitors Bring people to town for the day or evening</td>
<td>Signature event as business development strategy</td>
</tr>
</tbody>
</table>
5 Steps to Successfully Plan for Your Community Meetings

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

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

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

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

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

<table>
<thead>
<tr>
<th>Local government (e.g., city and county officials):</th>
<th>Business owners:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Email or mail a letter detailing the process and inviting participation</td>
<td>Email or mail a letter detailing the process and inviting participation</td>
</tr>
<tr>
<td>Follow-up phone calls to reiterate invite</td>
<td>Follow-up phone calls to reiterate invite</td>
</tr>
<tr>
<td>Send a press release</td>
<td>Send a press release</td>
</tr>
<tr>
<td>Create a flyer to be posted</td>
<td>Create a flyer to be posted</td>
</tr>
<tr>
<td></td>
<td>Visit in person</td>
</tr>
<tr>
<td></td>
<td>Ask to leave flyers for customers</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</th>
<th>Local newspapers:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>
commerce, convention & visitors’ bureau, volunteer associations, business associations, seniors groups and hospitals):
- Email or mail a letter detailing the process and inviting participation
- Follow-up phone calls to reiterate invite
- Send a press release
- Create a flyer to be posted both for employees and for visitors
- Send a flyer home to parents through the schools

<table>
<thead>
<tr>
<th>Local radio:</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Send a press release</td>
</tr>
<tr>
<td>- Contact station producer to ask if they will interview a community spokesperson about the upcoming event</td>
</tr>
<tr>
<td>o Be sure to provide the station producer with a list of questions to ask interviewee</td>
</tr>
<tr>
<td>o Be sure to provide the interviewee with the same list of questions AND the answers</td>
</tr>
<tr>
<td>- Ask the radio station to post information on its website</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Local television:</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Send a press release</td>
</tr>
<tr>
<td>- Contact a reporter to promote the meeting prior to the day and to cover the story the day of the event</td>
</tr>
<tr>
<td>o Be sure to provide the station producer with a list of questions to ask interviewee</td>
</tr>
<tr>
<td>o Be sure to provide the interviewee with the same list of questions AND the answers</td>
</tr>
<tr>
<td>- Ask the TV station to post information on its website</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Online:</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Post the information on your city’s website</td>
</tr>
<tr>
<td>- Ask county officials to post the information on their website</td>
</tr>
<tr>
<td>- Ask local organizations to post the information on their website</td>
</tr>
<tr>
<td>- Post the information on social media sites your community uses, e.g., Facebook, Twitter</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Flyers:</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Post flyers at local libraries, post offices, museums, municipal buildings, and local businesses (e.g., coffee shops)</td>
</tr>
</tbody>
</table>

5. **Plan your agenda carefully.** Give careful consideration to when it will be most convenient for community stakeholders to attend meetings. You want to encourage maximum participation in the process. For example, if you have a large commuter population, be sure to hold a focus group in the evening; if you have a large business-owner population, hold a focus group after business hours.
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
___Other (attach additional information)

Target Audience:

- General public
- Youth
- Special Interest: students
- Veterans
- Retirees
- Local Non-Profits, Churches, Associations
- Business Owners
- Property Owners
- Downtown Employees
- County Government
- Local Government
- Community partners/agencies
- Neighboring Communities
- Educational institutions
- Developers
- Media
- Boards & Commissions
- Other

Geographic:

- Downtown
- All of Town
- Neighboring Communities
- All County
- Mountain Communities
- Front Range
- All Colorado
- Neighboring State

Message to communicate:

- Talking point 1
  ________________________________________________________________________________
  ________________________________________________________________________________

- Talking point 2
  ________________________________________________________________________________
  ________________________________________________________________________________

- Talking point 3
  ________________________________________________________________________________
  ________________________________________________________________________________
<table>
<thead>
<tr>
<th>Desired result</th>
</tr>
</thead>
<tbody>
<tr>
<td># of attendees to the event</td>
</tr>
</tbody>
</table>

**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

**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
**EXAMPLE: Weekly Goals to Jumpstart Social Media Marketing in Your Downtown**

**Week 1**
- Make Facebook page for “Downtown _____”, upload your logo or profile picture, invite community stakeholders to like and share the page
- Add link to town/downtown website to “Like Downtown_____ on Facebook”
- Spend 15-30 minutes each day on your Facebook page:
  - Do you have a lot of community photos from past events, promotions, etc? Upload 2-3 archived photos each day. Doing this daily will make your page appear on news feeds frequently.
  - Reply to any comments or inquiries.
  - “Like” the organizations and businesses in the downtown business district, create a schedule for promotion:

<table>
<thead>
<tr>
<th>Downtown Business Name</th>
<th>Day of Promo</th>
</tr>
</thead>
<tbody>
<tr>
<td>_____ Restaurant</td>
<td>Monday</td>
</tr>
<tr>
<td>_____ Store</td>
<td>Wednesday</td>
</tr>
<tr>
<td>_____ Salon</td>
<td>Friday</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Week 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>_____ Restaurant or Store</td>
</tr>
<tr>
<td>_____ Service</td>
</tr>
<tr>
<td>_____ Service Organization</td>
</tr>
</tbody>
</table>

**Week 2—**
- Continue to post old photos each week, post 2-3 at a time throughout week
- Ask business owners to post about their business, photos, and events
- Create your Twitter Account and Hootsuite account ([www.hootsuite.com](http://www.hootsuite.com)) to schedule posts in advance)
- Follow downtown businesses, local, regional and state-wide news outlets, tourism groups, neighboring towns, etc.
  - Schedule posts throughout the week for upcoming events, linking to business websites.
  - Every Friday list any events or specials for weekend travelers

**Week 3—**
- Continue Facebook and Twitter posts
- Search for area businesses on Google Places, Yelp, or any other consumer review website
- Post links to these reviews on Facebook, ask fans to review their favorite local restaurant
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.)
| Date/Time | DRAFT Agenda – | Attending | Location-ALL  
|-----------|----------------|-----------|---------------
| Civic Center  
| 325 E. Aspen Avenue  |
| Aug 20 | | | |
| 9:00 AM | Orientation/Tour - Presentation on history of City and current state of affairs. | City Manager, City Planners, other staff | |
| 11:00AM | | | |
| 11:30 AM - 12:30 PM | Focus Group Meeting - business owners including the Chamber of Commerce | Chamber of Commerce, business support groups, individual business owners | |
| 12:45-2:30 | Walk around town & lunch | staff | |
| 2:45PM - 3:45 PM | Focus Group Meeting - Boards and Commissions, and others | Planning Commission, Historic Preservation Board, Arts and Culture, Tourism, Board of Adjustment, | |
| 4:00PM – 5:00PM | Focus Group Meeting - homeowners and others | | |
| 5:00PM-6:00PM | Dinner | Order in from local restaurant | |
| 6:00PM-7:30PM | Focus Group Meeting - City Council | City Council, staff | |
| 7:30PM-8:30PM | Focus Group Meeting - General Public | General Public and anyone who couldn't make it to the other focus group meetings | |
| 10:00 PM | Draft Recommendations | | |
| Aug 21 | **City must provide a working room for the team that has access to a printer, internet, and a scanner.** | | |
| 8:00 AM | Working Breakfast - Recap Issues and Recommendations – review presentation draft | | |
| 9:00 AM | Team writes report narrative sections | | |
| 10:00 AM | Team members create action matrix items | | |
| 12 Noon | Working Lunch Delivered – City should provide projector. Team makes final edits to power point | | |
| 1:15 PM | Team Members compile Power Point presentations sent to Team Leader | | |
| 3:15 PM | Meet with client to review | City Manager and City Planners | |
| 5:30 PM | Reception/Presentation | Invite ALL participants and city | |
Downtown Colorado, Inc.

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

Membership
Advocacy & Information
Current Events
Legislation
Referrals
Research
Job Announcements

Education
20 Events:
Annual Conference
Issue Forums
Downtown Institute

Tech Assistance
Downtown Assessments,
Facilitated & Panel
discussions,
Community Activation,
and more

Why Downtown?

Sterling

Partially paid for by USDA Rural Development REI Funds.

54
Team Members

- Jamie Carpenter, Downtown Colorado, Inc.
- Marc Cittone, Colorado Department of Local Affairs
- Katherine Correll, Downtown Colorado, Inc.
- Greg Etl, Department of Local Affairs
- Carrie McCool, McCool Development Solutions
- Susan McLaughlin, McCool Development Solutions
- Anne Ricker, Ricker Cunningham
- Michael Tupa, Pridian Design

Thank you participants!

- Family Resource Center
- Baker’s Station
- Dale’s Jewelry
- Fetzer & Company CPAs
- Indelible Creations
- KC’s Music and Electronics
- Nichol’s Tillage Tools
- Journal Office
- Pro Sports
- Star of the East
- Heart of the Plains Antiques
- Moore Flowers
- Quilts-n-creations
- Johnson & Associates

Thank you participants!

- RE-1 Valley School District
- Sterling Urban Renewal Authority
- Kiwanis Club
- SBDC
- Downtown Sterling, Inc.
- Sterling Downtown Improvement Corporation
- City of Sterling
- Citizens Advisory Board
- Logan County Economic Development Corporation
- Logan County Chamber
- Historic Preservation
- City Clerk
- City Manager
- Planning Commission
Observations

- Sterling's strengths appear to be youth, history, arts, and natural amenities
- There are a lot of business owners and residents who want to improve downtown
- There have been a lot of plans for revitalization
- The one-way streets limit exposure to many downtown businesses
- The historic courthouse is a large draw for the community
- There are successful events in Downtown Sterling

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Let your intentions inform your actions and not the reverse

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Community Engagement
Getting Direction

This is our opportunity area!

Vision

Market

Sterling

Sterling Objectives

- Assess progress and next steps with recent initiatives.
- Convene stakeholder groups to determine a synchronized implementation plan for moving forward with multiple initiatives.
Organization

Resource Management  
Collaboration  
Volunteer Recruiting & Management  
Fund-raising

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Observation: Downtown needs attention and champion!

Recommendations:
• The city must make the downtown a priority if there is to be a real change. Prioritize downtown and take ownership: put your money, your volunteers, your marketing, and your time into the downtown. Develop a stronger identity.
• Create a city resolution or policy to encourage growth in downtown

Sterling

Observation: Downtown needs attention and champion!

Recommendations:
• Apply for an AmeriCorps VISTA or a part-time staff to drive this process.
• Consider a junior college internship to support downtown initiative with grant writing.
• Consider partnership with groups who provide scholarships.
**Observation:** Sterling must define the community and identify objectives before selecting implementation tools.

**Recommendation:**
Determine objectives for downtown e.g. safe and clean environment, maintain historic building stock, filling vacant space with activity, developing youth activities.

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**Observation:** Sterling must define the community and identify objectives before selecting implementation tools.

**Recommendations:**
- Determine objectives for downtown e.g. safe and clean environment, maintain historic building stock, filling vacant space with activity, developing youth activities.
- Once the community defines the objectives and purpose, consider tools...

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- Historic Preservation
- Gathering Places
- Transportation
- Underutilized Assets
- Heritage Programs
- Arts & Culture
- Healthy Communities
- Job Creation
- Foot Traffic
- Business Growth
### District Lifecycle

<table>
<thead>
<tr>
<th>Lifecycle</th>
<th>General Conditions</th>
<th>Organizational Component</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stagnant</td>
<td>Challenged, with high vacancies, underutilized properties, animating public realm and poor regional image</td>
<td>Grass-roots organizing, volunteer committees, tax increment financing, Local government support, both money and services, grants, earned income from development</td>
</tr>
<tr>
<td>Growing</td>
<td>Up and coming, with a sprinkling of new businesses, pioneering new investments and an image of a district in transition</td>
<td>Property or business assessments, revenue generating promotions and special events, membership dues</td>
</tr>
<tr>
<td>Mature</td>
<td>Established, with a strong mix of retail, restaurants and jobs, inviting public realm and strong regional image</td>
<td>Parking revenue, local improvement bonds, merchandising the district</td>
</tr>
</tbody>
</table>

### Sterling

#### Background Summary
- Downtown Sterling is a sub-district of the state. All property owners in 2016 must be commercial.
- Boundary map or area is contiguous.

#### Focus
- Management: Marketing, Advocacy, Economic Development (Continues bonds for capital improvements.)
- Real Estate Development: Infrastructure, Operations.
- Real Estate Development: Marketing, Finance, Infrastructure.
- Community Development Corp. (CDC): Marketing, Finance, Infrastructure.

#### Private Corporation
- Can generate sales tax increment to finance future development.
- Requires special agreement from the county. Can be controversial.

#### Observation
Downtown Sterling has a great core of dedicated stakeholders, but the true identity of the downtown needs to be defined.

#### Recommendations
- Develop a visioning and branding process through the comprehensive plan update and implement it in all materials.
- Develop clear and consistent communications and meetings of stakeholder groups with regular reports to council.
Observation: Downtown Sterling has a great core of dedicated stakeholders, but the true identity of the downtown needs to be defined.

Recommendation: Stakeholders should consolidate efforts to maintaining a healthy historic downtown.
- Conduct an organizational audit to identify which organizations serve downtown.
- Create downtown planning group to serve as an advisory board for downtown process and hold regular meetings.
- Include SURA, City, County, Junior College, Library, historical society, arts council, etc. to resolve.

Observation: There is no one-stop information online that shows opportunities and resources for business, events, and news specific to Downtown Sterling.

Recommendations:
- Create a Downtown Sterling website that includes downtown businesses, list of vacant space, incentives for starting a business, resources, etc.
- Create a clearing house of:
  - Downtown volunteer opportunities available online and displayed in businesses and schools;
  - Events, event planning organizations and ways to collaborate;
**Observation:** Designation of a downtown historic district could bring recognition and incentives to the downtown without imposing regulations:

- National Register district brings recognition and tax incentives/grants, without any obligations for owners
- Local register district (or local individual landmark designations) can also bring incentives if City chooses to start certified local government (CLG) program
  - May or may not include design guidelines
  - Requires Commission and staff

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**Observation:** Designation of a downtown historic district could bring recognition and incentives to the downtown without imposing regulations.

**Recommendation:** Complete a downtown historic survey and decide if Sterling should pursue a designation option. State Historic Funds available up to 75% of cost, with next grant round due **Oct 1, 2012**.
Observation: Many downtown buildings have deteriorated or have been altered in ways that compromise quality or integrity.

Recommendations:
- Create a volunteer-based, architect-designed program to clean, paint and make minor repairs to downtown buildings
- Hold workshops for building owners and local contractors teaching techniques and benefits of appropriate treatments

Observation: There is no local preservation program to assist owners in accessing incentives.

Recommendations:
- Build partnerships and empower organizations and champions
- Identify historic catalyst project(s) and pro-actively engage in revitalization identifying issues (structural assessment), viable use and resources (gap financing)
- Explore becoming a Certified Local Government (CLG)
- Develop simple design guidelines and determine how to use

Promotion
Observation: There are few outlets for promoting the downtown businesses, events, and promotions.

Recommendations:
• Create online and print directory of all downtown businesses
• Create a Downtown Sterling website and social media strategy

Strategic Event Objectives

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<tr>
<th>Event</th>
<th>Jul</th>
<th>Aug</th>
<th>Sep</th>
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Strategic Event Calendar

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</table>
**Observation:** There are interesting stores in Downtown Sterling, but it does not seem like many residents shop downtown.

**Recommendations:**
- Broadly promote and strengthen current shop local campaigns
- Work with the newspaper to highlight different downtown businesses

**Observation:** The community has a rich history that can be a great resource for tourism.

**Recommendations:**
- Celebrate the Pawnee National Grasslands and other regional draws to market staying overnight in Sterling.
- Promote walking tours
- Promote Sterling as a destination for outdoor activities and sports
- Interpret history through arts – murals, etc. Make it relevant to the town’s identity and today.

**Observation:** Sterling has great promotional events but they do not bring customers to their downtown merchants.

**Recommendations:**
- Create objectives for events and promotions to strategically think about how they meet specific audiences, image building, special event, and retail needs.
- Engage junior college, high school, and youth activities.
- Extend the July Jams from June to August.
Economic Restructuring

Recruit, retain and expand opportunities for investment in downtown.

Sterling

Observation: Resources are available in Sterling to incentivize development and redevelopment.

Recommendations: Use incentives and regulation to encourage the right mix.
- Craft incentive policies to encourage business downtown.
- Business improvement grants to support commercial kitchens and environmental remediation of asbestos.

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Recommendations:
- Sales tax rebates for downtown businesses and reallocate capital improvement funds for downtown.
- Involve local banks in redevelopment downtown
  - Micro Loans
  - Creation of a loan pools for property redevelopment

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**Recommendations:**
Review the regulatory processes to remove barriers to downtown realization:
- Consider Mixed use zoning (vertical mixed-use/housing downtown).
- Update building codes to have exemptions for historic buildings. Opting out of State Review.
- Parking requirements.
- Allow outdoor seating.
- Streamlined review processes.
- Sign Regulations.
- Design Guidelines.

**Recommendation:** Capitalize on resources and assets to support downtown revitalization.
- Identify catalyst sites for redevelopment and communications with property owners.
- Engage Junior College and High School business students to create Business Attraction Plan for downtown.
- Work with the school district (schools) to establish a requirement for a certain number of community services hours to be earned in downtown.

**Recommendations:**
- Partner with the Junior College to provide student housing in Downtown.
- Engage Colorado Brownfields (CB) to conduct an audit of downtown buildings. Solicit the participation of property owners and establish a dataset of properties and existing conditions. Work with CB to identify dollars for environmental cleanup.
Recommendation: Local businesses and residents have a role in the downtown revitalization process.

- Develop uniform business hours at least one day a week.
- Hold coffee and conversation meeting with businesses and property owners and city staff.

Observation: There is opportunity to better understand the local and visitor customer base.

Recommendations:
- Conduct point of sale survey through all businesses, the library, and all civic entities.
- Utilize data to shape marketing & events and business recruitment strategies.
- Utilize students to begin gathering baseline data on historic buildings and potential brownfield sites.

Recommendations:
- Ask organizations providing scholarships to develop one based on volunteer hours to downtown.
- Tap into local products, agriculture, etc. Have locally grown or produced selection in stores.
- Revive Farmer’s Market and bring it downtown.
**ATTRACTION**

**Observations:**
- Capital improvements in the downtown to develop long due, while enhancements have occurred on the periphery of the downtown in the large retail area along West Main
- Untidy storefronts and public realm area
- Over supply of surface parking
- New public improvements are nice but need to improve consistency in style and implementation

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**ATTRACTION**

**Recommendations:**
- Prioritize and focus on the historic downtown core for public and private investment
- Encourage property owners to minimize existing surface parking and increase landscaping at street frontage
- Organize clean up efforts in private businesses and in the public realm.
- Establish an adopt a block program downtown; solicit different schools and service organizations to adopt a block and be responsible for planting and maintaining plantings.

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**COHESIVE DESIGN**

**Observations:**
- Good examples of quality and locally appropriate design but they are islands in the downtown fabric
- New public improvements are nice but need to improve consistency in style and implementation

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COHESIVE DESIGN

Recommendations:

- Consider short term ways to maintain historic appeal and celebrate the history of this community
- Establish streetscape program for uniform improvements and guidelines for implementations

STERLING

VIKING!

Observation: A number of vacant buildings, buildings throughout downtown reflect poor upkeep, inactive retail outlets, and a community in decline.

STERLING

VIKING!

Recommendations:

- Work with property owners to activate their underutilized sites
- Identify opportunity sites and encourage clustering redevelopment on a block by block basis
- Encourage occupation of second story units
Recommendation:
- Implement CSU/DOLA recommendations to activate public realm (i.e., public plaza)
- Develop a 'life in vacant spaces' program to bring families downtown and space for other community celebrations

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Identify underutilized site
Engage key players in proactive planning by block development
Align capital improvements with opportunity site

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Architectural Design:
- Details reflect local character/history
- Variation in massing, façade, bay
- Encouraged mix: 2-3 story

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On-street parking
(Makes street more pedestrian-friendly)

Pedestrian amenities: (crosswalls, wide sidewalks, street trees, plantings)

“Build-to-line”
(Building built 0'-3" from ROW)

"Site plan indicates:
  - Public parking lot on site
  - "Build-to-line" on the

Parking behind building
(With max. standards to be accounted for shared access)
How to get it all done?

Financing Mechanisms

The funding toolbox for Sterling includes:

- Vendor/Booth Fees
- Business License Fees
- Heritage Tourism Office/Colorado Tourism Office
- Research grant opportunities for personnel
- Tax Assistance from General Funds
- CDOT Region 1 Planning and Management Region
- Community Development Block Grant or Rural Business Opportunity Grants

Organizational Models for Downtown

<table>
<thead>
<tr>
<th>Urban Renewal Authority (URA)</th>
<th>Community Development Corp. (CDC)</th>
<th>Colorado Main Street</th>
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<tr>
<td>Goal: To develop and implement strategies for urban revitalization.</td>
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<td>Volunteer-driven model with paid staff</td>
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<tr>
<td>Focus</td>
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<tr>
<td>Real Estate Development, Infrastructure</td>
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<tr>
<td>Pros/Cons</td>
<td>Pros/Cons</td>
<td>Pros/Cons</td>
</tr>
<tr>
<td>Can generate sales and/or increase property tax revenue to finance future development</td>
<td>Requires public and private funding</td>
<td>Uses Four Point Approach: Organization, Retention, Economic Development, and Design</td>
</tr>
<tr>
<td>Investment needs approval from county entities, can be controversial</td>
<td>Services as a champion and advocate for everything that impacts the commercial district, where there are business development, planning, and design</td>
<td></td>
</tr>
</tbody>
</table>

Sterling
Public Private Partnering for Redevelopment: The Public Role

- What Role Does the Community want to Play?
  - Developer? Enabler? Partner?
- What Incentives can they Offer?
  - Tap Fee Waivers, Streamlined Plan Review
  - Acquisition of Market Information
  - Full Partner using TIF, Bonds, etc.
- How can they Manage their Liability?
  - Special Districts (DDA, URA, BID)

What else is in your tool box?

<table>
<thead>
<tr>
<th>Stakeholder Analysis</th>
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</thead>
<tbody>
<tr>
<td>Stakeholder</td>
</tr>
<tr>
<td>Local Gov't (Care Team)</td>
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<td>Church or Non Profit</td>
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<tr>
<td>Community College</td>
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<tr>
<td>School Administration</td>
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Sterling
### Action Matrix

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

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### Thank you

For more information contact

Downtown Colorado, Inc. (DCI), 303.282.0625  
[www.downtowncoloradoinc.org](http://www.downtowncoloradoinc.org)

Partially paid for by USDA Rural Development RCDI Funds.
<table>
<thead>
<tr>
<th>Name</th>
<th>Bus/Prop.</th>
<th>Phone</th>
<th>Email</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alan Heal</td>
<td>Salon</td>
<td>502-1342</td>
<td><a href="mailto:ALAN@BICAH-MA.COM">ALAN@BICAH-MA.COM</a></td>
</tr>
<tr>
<td>Ted Acton</td>
<td>BAKER'S STANDOY Ltd.</td>
<td>970-460-0375</td>
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</tr>
<tr>
<td>Kordis Koche</td>
<td>Funeral Office Supply</td>
<td>520-0551</td>
<td><a href="mailto:jk@journoasheby.com">jk@journoasheby.com</a></td>
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<tr>
<td>Jim Henderson</td>
<td>Dale's Jewelry</td>
<td>522-0483</td>
<td><a href="mailto:dalejyr@ymail.com">dalejyr@ymail.com</a></td>
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<tr>
<td>Dave Beaulieu</td>
<td>Fetzer &amp; Company, GPs</td>
<td>522-1015</td>
<td><a href="mailto:fetzer3@mindspring.com">fetzer3@mindspring.com</a></td>
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<td>Larry Fetzer</td>
<td>Indelible Creations</td>
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<td>Amy Carlson</td>
<td>Kc's Music &amp; Electronics</td>
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<tr>
<td>Kim Delgado</td>
<td>Le Chamber</td>
<td>571-22B3</td>
<td>ericcd@rbsbych2</td>
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<tr>
<td>Alex Wright</td>
<td>Wright &amp; Williams</td>
<td>522-3734</td>
<td>awright@rbsbych2</td>
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<tr>
<td>Tom Sullers</td>
<td>PRO 5 SPORTS</td>
<td>522-2545</td>
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<tr>
<td>Nate Lauer</td>
<td>Star of the East</td>
<td>521-2797</td>
<td><a href="mailto:Staroftheeast@kcai.net">Staroftheeast@kcai.net</a></td>
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<tr>
<td>Rich O'Connell</td>
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<tr>
<td>Linda Fontaine</td>
<td>Heart of the Family Antique</td>
<td>521-9519</td>
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<td>Lori Moore</td>
<td>Moore-Taylor</td>
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<td>Family Resource Center</td>
<td>526-2539</td>
<td>TheFamilyresourcecenter.com</td>
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<tr>
<td>Bernice Fetzer</td>
<td>REALTOR/PRESERVATIONIST</td>
<td>383-558-5715</td>
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<td>Randy W. Finley</td>
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<td>Jason &amp; Kim Armstrong</td>
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<td>Sara Waitie</td>
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<td>Judy Kimball</td>
<td>832 Hawthorne Ct.</td>
<td>970-322-2559</td>
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<tr>
<td>Jim Alls</td>
<td>502 Elwood Sr.</td>
<td>970-522-3548</td>
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<tr>
<td>Bernice Arzner</td>
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<tr>
<td>Karen Torres</td>
<td>323 Elwood St.</td>
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<tr>
<td>Howdy Nielsen</td>
<td>1321 Plant St.</td>
<td>970-522-4970</td>
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<tr>
<td>Stephen Hickam</td>
<td>1116 Sidney Ave.</td>
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<tr>
<td>Rich O'Connell</td>
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<td>Kay O'Connell</td>
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<tr>
<td>Tim Robards</td>
<td>Shale Tree</td>
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<td>P.O. Box 1087</td>
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<tr>
<td>Patrick Lawson</td>
<td>746 Villa Vista</td>
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<tr>
<td>Amy Carlson</td>
<td>418 West Main</td>
<td>580-5120</td>
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<td>Bernice Mathis</td>
<td>489 Centennial Co.</td>
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<tr>
<td>Chris Delgado</td>
<td>328 Knaven St. Ag Co.</td>
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<td>Kim Delgado</td>
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<td>Kay O'Connell</td>
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<td>Peter L. Youngers</td>
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<td>502-7200</td>
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<tr>
<td>Rocky Sander</td>
<td>1431 Dakota NE, Sterling</td>
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<tr>
<td>Bernice Krozer Mills</td>
<td>KE-7 Valley Schools</td>
<td>303-520-5715</td>
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<tr>
<td>Betty Summers</td>
<td>321 Hagen St, Sterling</td>
<td>970-522-0792</td>
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<td>Claraar Lester</td>
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<td>Jim Allen</td>
<td>City of Sterling, Public Works Dept.</td>
<td>522-9700</td>
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<tr>
<td>Pam Steele</td>
<td>Sterling Regional Med Center</td>
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<tr>
<td>Dan E. Long</td>
<td>Bank of the West, 130 N 3rd St.</td>
<td>970-522-0322</td>
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<td>Alexes Ever</td>
<td>307 W. Keystone</td>
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<td>Laurie Jones</td>
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<td>970-522-0798</td>
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<td>Elvis Daniel</td>
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<td>Alan Hoel</td>
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<td>Tim Sellatz</td>
<td>306 Forest Rd</td>
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