Wellington

Community Assessment

February 24-25, 2014

USDA Rural Development
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DOWNTOWN COLORADO, INC

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COLORADO MAIN STREET

Colorado
Office of Economic Development and International Trade

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

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Team Members

The Wellington assessment team appreciates the invitation to get to know the town and to assist the community to maximize its 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 the downtown assessment for the Colorado community of Wellington. Downtown Colorado, Inc. (DCI) is proud to offer affordable, quality assessments for all Colorado member communities to build and maintain vibrant commercial districts, town centers, and downtowns in our state. Qualifying communities in Colorado have the opportunity to apply for assistance through DCI in a downtown assessment process partially sponsored by the USDA Rural Development Rural Community Development Initiative (RCDI) and completed in collaboration and sponsorship with the Department of Local Affairs (DOLA) and the Office of Economic Development and International Trade (OEDIT).

The DCI downtown assessment gathers community leaders and stakeholders to develop a structure and process for the community to support local businesses and a vibrant commercial district. The process results in a road map to guide community leaders in providing services and training to help local businesses thrive.

To ensure quality and affordable services, DCI works with member volunteers to assemble a team of professional consultants experienced in their discipline, including designers and architects, marketing and branding specialists, land use and urban planners, redevelopment and real estate specialists, economic developers, and finance experts, to work in communities over the course of two days to contribute to this final report. The assessment team members value the invitation to learn about and assist your community, and worked diligently to provide relevant and realistic input toward the betterment of your community.

Executive Summary

In the fall of 2013 Wellington requested a downtown assessment from Downtown Colorado, Inc. (DCI) for February 24-25, 2014. The purpose of an assessment visit is for a team of consultants who specialize in downtown and community revitalization to identify community issues and opportunities, as well as to provide tools, insights and direction to help the host community achieve its community revitalization goals.

Prior to this visit, the Town of Wellington planned the agenda, identified key stakeholders for focus groups, and provided extensive background information about the history and status of Wellington's downtown revitalization efforts and any issues facing the community.

Upon arrival in the community, team members were given a presentation on the community history, current issues and a tour of the town. Afterward, the team conducted focus groups with elected officials, town staff, community organizations and partners, school officials, community stakeholders and interested citizens. The focus groups allowed the team to hear directly from stakeholders about the issues facing the downtown and the community as a whole. It also provided a chance for team members to ask the community about the perceptions, strengths, weaknesses, and opportunities related to downtown Wellington.

The second day of the assessment, team members gathered to discuss their observations and formulate recommendations. That evening, team members presented their findings in the form of a PowerPoint presentation followed by a question-and-answer session open to the community-at-large. The following report provides a brief history of the community, a list of observations gathered from the community, and provides action recommendations for short and long-term implementation in four areas: management, marketing and promotions, economic development and restructuring, physical improvements and design. The report also offers a list of potential funding mechanisms.

Background Information and Historical Context

Wellington, "Colorado's Northern Gateway," is located along the northern Front Range, 11 miles north of Fort Collins and 34 miles south of Cheyenne on I-25. The town's location has long made it a crossroads of those travelling both north/south from Colorado to Wyoming and east/west from the farming and ranching communities east to Fort Collins and the Rocky Mountains.

Wellington was founded in 1905, spurred by agricultural development, the Union Pacific Railroad and the presence of the North Poudre Land & Reservoir Co. The town boomed in the early 20th century, with over 200 pupils in the town's school in 1905, and passenger and freight rail line from Wellington to Cheyenne opening in 1911. The town's population, which was 459 in the 1910 census, did not reach 1,000 until 1980. From 2000 until 2010 the town boomed, from 2,672 residents to 6,289 residents. Young families flocked to new developments, eager to take advantage of an excellent school system, affordable housing, high quality of life, and easy access to Fort Collins and Cheyenne.

The downtown core along Cleveland Avenue, once a vibrant shopping and entertainment district, began to see high vacancy rates and lost key shopping and entertainment assets. Easy access to regional shopping centers drew residents away in the latter half of the twentieth century. With new developments and a booming population in the early 21st century, anchor businesses downtown are beginning to thrive once again, and a community vision for a vibrant downtown commercial district along Cleveland Avenue has become a community priority. [1]

1 Bjarko,Joanne. North Forty News. September, 2005. http://www.northfortynews.com/WellingtonCentennial/200509photoCentennialHighlights.htm

Focus Group Observations

The following observations were made during the four focus groups held on the first day of the downtown assessment.

- There is an abundance of community pride and spirit.
- Street and infrastructure improvements are needed to support downtown businesses.
- Vacant properties make up 33% of downtown.
- There are 53 property owners between the railroad and 6th Street.
- There is great access to the Interstate, railroad, and internet.
- Residents love Wellington's small town feel and community atmosphere.
- Much of the truck traffic on Cleveland Avenue is through traffic that doesn't stop.
- The population has grown by almost 4,000 since 2000, and is predicted to continue growing. According to the state demography office, Larimer County is predicted to grow by 60,0000 people in the next 10 years (from 300,500 to 360,400).
- Wellington is seen as a bedroom community for Fort Collins, and to a lesser extent, Cheyenne and Denver.
- There is a need for more youth activities, engagement and places to gather.
- Downtown restaurants are very popular; there is demand for additional restaurants, especially a Chinese restaurant.
- Wellington has a fantastic school system.
- A high school is strongly desired.

Assessment Team Recommendations

This assessment focuses on activating stakeholders and resources in a comprehensive approach to capture and direct existing activities into four main topic areas that are vital to revitalizing downtowns:

- Management: Primarily focuses on resource management including human resources,

partnerships, and finances.
- Marketing and promotions: Primarily focuses on branding and messaging, communication, and events.
- Economic development and restructuring: Primarily looks at opportunities to collect data, enhance services for business, and identify and catalyze underutilized assets.
- Physical improvements and design: Primarily looks at beautification, infrastructure, parking, and connectivity.

The observations gathered from the community have been categorized into one of these four topic areas. Recommendations specific to the Town of Wellington follow each observation.

Management/Organization

The first section of this report focuses on Management, which includes collaboration efforts, volunteer recruitment and management, fundraising for the organization, development of operational strategies and communications between stakeholder groups. Management involves getting everyone working toward the same goal, and assembling the appropriate human and financial resources to implement a downtown revitalization program. The three principal components of management are:

1. Community and media relations
2. Volunteer development
3. Fundraising

Management/Organization Structures:
A governing board and standing committees make up the fundamental organizational structure of a volunteer-driven program. Volunteers are best coordinated and supported by a paid, full-time or part-time program director. This structure not only divides the workload and clearly delineates responsibilities, but also builds consensus and cooperation among the various stakeholders. While a paid downtown coordinator may not currently be feasible, it is something to strive for in the future.

In addition to a volunteer-driven program, numerous successful management structures exist throughout the country and are driven largely by local circumstances. In some towns, for example, the chamber of commerce is strong enough to add an organizational component designated to focus on the downtown. Other towns develop some form of a special district to dedicate resources and focus to downtown.

Regardless of the organizational structure chosen, one overriding factor is demonstrated time and again: the most successful communities accomplish their desired outcomes by developing a solid management component early in the process to oversee their downtown revitalization efforts. If the community does not develop a solid management component to oversee and manage the process early, the program will most likely not accomplish the desired outcomes.

Given these realities, we cannot overemphasize the importance of placing organizational development amongst 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 and the assumption that this is the foundation of all community revitalization efforts.

Observation: There is not a clearly identified focus, geographic area, resources, or description for downtown development. Wellington has three commercial corridors: the traditional and historic main street of Cleveland Avenue, the highway corridor, and the railroad industrial corridor. If you do not prioritize and maintain the traditional main street corridor, the character that still exists will be lost over time. It is important to outline the area of focus and ensure that there is clear recognition of the downtown area that will be your priority.

Main Street Structure

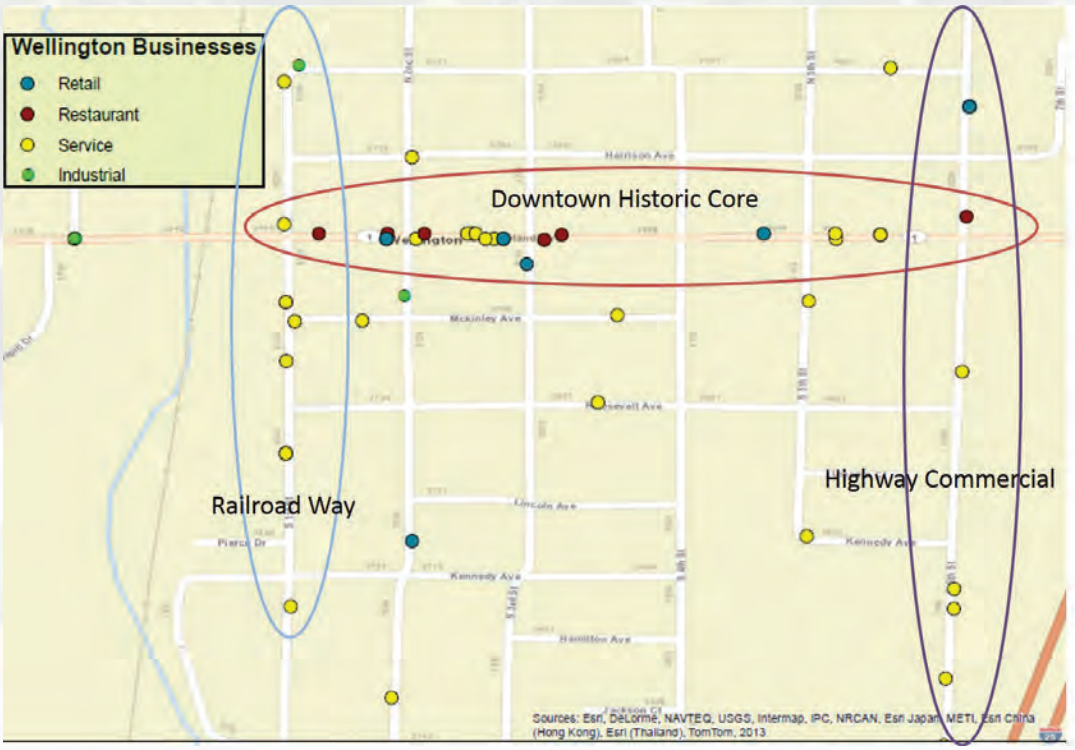
City Council:
Develop community objectives & prioritize DT planning, ID how city will support.

Organization:
Reviewing Work plans, Dvlping Mngmt Structure, Dvlp Collaboration & volunteers, Grant & Proposal Writing.

Promotion:
Developing work plans for all events, developing messages and brochures, etc.

Econ. Restructuring:
Collecting & analyzing data, identifying incentives for business & property owners, Id training needs.

Design:
Small beautification projects, Id needs for larger projects, etc.



Recommendations:

- Recognize that downtown is the heart of the community and regional businesses contribute to its success. Define and communicate the focus area within the downtown boundary for the next three years.
- Create a Town Trustee statement of priority to preserve and celebrate the traditional downtown main street corridor. Make this statement of priority known to the community.
- Define a smaller downtown area to focus improvements with tiers building out over time to establish a core area.
- Identify types of uses, building guidelines, connectivity (parking, biking, fiber/wiring in new buildings, etc).
- Identify the type of building you would like to see added to Cleveland Avenue's character and use that to shape communications with developers and property owners.
- Continue to focus on the creation and implementation of work plans and building a community-wide implementation process. This assessment is the first step in revitalizing the whole community. Use this report to identify small projects that are visible and will make change in the downtown first to gain momentum.

Observation: The Chamber of Commerce is a driving force in Wellington's downtown development and economic development. Having such a strong and dedicated chamber is a huge asset and it will likely be the host for a downtown initiative. It will, however, be important to represent all businesses equally.

Recommendation: As a Main Street community, or just to maintain a healthy economic environment, it is a good practice to represent all businesses in the town. The Chamber of Commerce could consider an investor model to represent all business in the community, and primary funding could come from events, or other fundraising methods. In the appendices of this report, a guide to developing a tiered benefit structure to allow your chamber to change from a membership based organization to an investor based organization is included. This will allow you to expand funding and investment from various sources.

Observation: The youth in the community are highly valued but have very few means of taking leadership roles, shaping their own environment, and finding their own constructive and entrepreneurial pursuits. There are a few dedicated groups that search for projects for youth but very few that engage youth in planning, creating their own program, and empowering youth with resources and decision-making power.

Recommendations:

- Empower youth. This means inviting youth to create their own committee that develops policies, proposals, and perhaps even starts a youth business program.
- Consider displaying student art at special events, local businesses and public places. Use the vacant space in town (storefronts or covered bulletin boards) as a showcase for the art and creations of youth. Showing youth art or productions on Cleveland Avenue will attract parents and other interested citizens.
- Consider working with LiveWell Colorado and Great Outdoors Colorado (GOCO) to improve biking and exercise opportunities. There are several funds and organizations dedicated to increasing active living and healthy lifestyles that include building new playgrounds, extending safe routes to schools, etc. Don't stop searching through these resources until you have created a safe and healthy environment for everyone.

Observation: Wellington has a number of volunteer opportunities, and a number of groups looking for engagement and opportunities. Wellington has a very strong commitment to youth, excellent schools and bright young people seeking opportunities for involvement and activities.

Recommendations:

- Centralize volunteer management, including the development of job descriptions and one clearing house for volunteer opportunities. Create a regular meeting of all youth focused groups. Create a youth task force and advisory committee to empower youth in local affairs. This means engaging the various groups that work with youth to identify what activities exist and what the gaps in programming are.
- Create a citizen's academy to educate citizens on how they can be involved. Ask Colorado Municipal League or DCI for support in finding an existing program rather than re-inventing the wheel. Focus on training the youth to be active and educated citizens. Engage youth in citizenship and leadership opportunities.
- Involve youth in events and volunteer opportunities through the Boys and Girls Club, church youth groups, after school programs, etc. Have active youth interview the various youth programs and create a brochure or package of activities available to youth. A youth task force or committee could use this as a starting place to identify the types of activities they would like to add.

Observation: There appears to be a lack of awareness of the great work that is going on amongst the active groups in town. Events are hard to find and calendars are incomplete.

Recommendations:

- While the various groups in Wellington have separate objectives, identifying those groups, each objective area, and streamlining communication with all groups working in Wellington will help to foster a greater impact for each group. This is especially important when there are groups hoping to activate certain demographics and when there are groups who risk burning out a limited number of exceptional and hardworking volunteers.
- Develop stronger and more frequent communications for all 53 property owners between the railroad and 6th Street. Begin by creating a mailing (and emailing) list and developing some basic communications that outline the importance of the Cleveland corridor for Wellington's economic future. While you want to avoid driving property owners to speculate, consider asking property owners to allow the downtown initiative to use their property in fun ways, such as placing colorful outdoor furniture, holding a lemonade stand, posting art displays, etc. As concepts develop, communications can include discussing potential improvements, changes in taxes, and reasons for property owners to invest in properties.
- Consider a small coalition of economic development partners that includes representation from the Town, County, Chamber, realty community, hotel/restaurant community, and banks to identify each entity's role in attracting business and employers. Consider holding meetings for the group on a monthly or more frequent basis to establish an Economic Development Rapid Response Team to have a quick response when opportunity comes to Wellington. Regardless of where inquiries or interest comes from, the team should work together to respond with a full and relevant package of why to relocate to Wellington. The package should not be a Chamber member promotional opportunity, but a marketing and communication package for Wellington.
- Develop more clear communications with the home owners associations (HOAs), partner groups, non-profits, and youth programs. Ask each group to regularly post updates (consider Facebook or Nextdoor.com) and use this information to create one consolidated communication piece to be printed monthly. Facebook provides a common platform that may attract community leaders, locals, and visitors while Nextdoor.com provides a more private venue to share as a community

to engage partners who are interested in collaboration and connectivity with other groups in town.
- Expand on the Chamber list of volunteer opportunities and town commissions with example projects and an online presence. The initial list shared in the new resident packet is excellent, but could be shared more broadly through a Wellington Volunteers webpage or Nextdoor.com site.
- Create regular dialogue between groups working in similar areas through some of the techniques listed above. Take a moment to review the groups who are most active in town but aren't traditionally associated with economic development or business support. They are assets and integral to broad community engagement. Some areas to consider are:
  - Youth: service groups, schools, and identifying facilities and venues for programming for youth and young families.
  - Churches: Meetings of churches, like the Ministerial Alliance, should be promoted and encouraged to grow. Perhaps use the community choir to build connections. Consider a common sermon a couple times a year e.g. community engagement around the spring clean-up day.
- Make sure that each group updates online and social media regularly so that the community has access to regular updates from every entity in town about events (Facebook, or Nextdoor.com), which can then be printed by the Town in a weekly newsletter and distributed in schools, HOAs, churches, downtown businesses, hotels, Colorado Connection, etc.

Observation: The Colorado Department of Transportation (CDOT) appears to be open to ideas and collaboration with Wellington moving forward. Having a CDOT representative engaged, who is interested in receiving more information, is a huge opportunity for the Cleveland Avenue project.

Recommendations:
- Utilize concept plans and studies to create a proposal for CDOT. Even if your plans are conceptual, it is important for the community to do the ground work and have the plans ready so that CDOT can use the plans that the community develops to understand the needs that the Town is hoping to address.
- Communicate with CDOT frequently about timing and financing to leverage funds and ensure that the street only gets pulled up one time.
- When construction is scheduled, consider developing a construction management communication plan to create a back door campaign, inform businesses about street closures, and create a fun and engaging campaign to support local business through the construction.

Marketing & Promotions

Marketing and promotions assist in building a vital downtown by creating and delivering a positive image of the commercial district. A clearly identified image encourages consumers and investors to live, work, shop, play, and invest in the commercial district. By marketing a district's unique characteristics to residents, investors, business owners, and visitors, an effective promotional strategy creates a positive image. This image can then be reinforced through advertising, retail promotional activity, special events, and marketing campaigns carried out by local volunteers. These activities improve consumer and investor confidence in the district and encourage commercial activity and investment in the area.

Observation: Wellington is home to several destination businesses and several well attended regional festivals, but lacks the feeling of a destination community.

Recommendations:

- Build on destination businesses, and see what you can do with them. For example, consider marketing Friday restaurant specials that tie into the auction crowds. Wellington Auctions, Chocolate Rose, T Bar, The Proper Time, Vestige Press, Wellington Grill , Comachos and others would create intentional regional tourism opportunities if they are able to take advantage of partnerships and umbrella branding strategies.
- Do what you can to brand Wellington as a destination, in a way that incorporates what is unique about the community. Focus on image building and create campaigns that revolve around specific retail-related events/ holidays. Use the energy and self-interest of each business to create one flyer or portal to co-promote, cross promote and rotate through downtown to be inclusive and appealing to all businesses. For example, the Chocolate Rose could host a Valentine's Day chocolate event; Proper Time could have a great countdown to Daylight Savings or Wellington Flowers could sponsor a Mother's Day brunch crawl.

Observation: Your locals are your greatest asset.

Recommendations:

- Make a push to engage locals. Learn from the great Facebook page from Community Activities Commission (CAC) and develop it into a broader Downtown Wellington page and actively seek community "likes" and participation. Focus on a new online calendar system for both locals and visitors. Be consistent so they can count on certain events happening at certain times of the day, week, month and year. Consider plugins like Tim. ly that aggregate multiple calendars into one publishable document.
- Your "Buy Local" campaign is a great asset to downtown businesses. Consider building on it with a 3/50 campaign, in which people are encouraged to choose three businesses they love and spend $50 each month at that business. The 3/50 web site has great downloadable fliers and information for free.
- Think about ways to differentiate yourselves not only by looking at your places, but at your people. Your events and attractions (festivals, restaurants, shops, etc.) are the connectors that bring people to your downtown but don't forget to ask those same people what they want and what makes them feel good about going downtown. Most importantly, tell them how they fit into the picture. Think about the meta (demographics) along with the micro (individual talents/interests) when you plan your events so that you authentically brand the town by discovering what it means to live and work here.

Observation: Wellington hosts several successful events throughout the year, and could build on those events in such a way that their visibility and consistency would create momentum across the board.

Recommendations:

- Use the event matrix (included in appendices) to audit all activities and look for holes in event types, geography, audiences and potential partners.
- Use vacant land downtown, or the downtown park, for ping pong tournaments, summer farmer's markets, craft fairs, etc.
- The addition of seating invites people to claim underutilized downtown space for picnics or impromptu gatherings. Also consider events and marketing materials for specific demographics, like cyclists, motorcyclists, seniors, antique and auction goers.
- Embrace events that aren't specifically

Strategic Events Matrix

Event	Kid	Young Families	Partners	Retail Support	Teen	Downtown	Fund-raiser	Music	Food
Valentines Introductory Square Dance	X	X	X		X	X	X	X	X
Easter Egg Hunt	X	X	X	X		X			X
9 Health Fair			X	X		X		X	X
5k Race	X	X	X		X	X		X	X
Townwide Garage Sale	X	X	X		X	X			
July 4th Parade	X	X	X	X	X	X		X	X
Movies in the Park	X	X	X	X	X	X	X		X
Harvest Days Fair	X	X	X	X	X	X		X	X
Farm Maze	X	X	X		X				X
Halloween Trick or Treat Down Main	X	X	X	X		X			
Holiday Craft Fair/Parade of Lights	X	X	X	X	X	X		X	X

Strategic Events Calendar

Event	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
Valentines Introductory Square Dance		X										
Easter Egg Hunt				X								
9 Health Fair				X								
5k Race					X							
Townwide Garage Sale						X						
July 4th Parade							X					
Movies in the Park							X	X				
Harvest Days Fair									X			
Halloween Trick or Treat Down Main										X		
Holiday Craft Fair/Parade of Lights												X

sponsored by the Town or Chamber such as the Friday night auctions and Tuesday car shows, to organically build the brand of Wellington.
- As event policies mature, they have a tendency for growing pains, in which momentum can outrun resources. Consider a stringent set of guidelines that encourages quality over quantity in such a way that the planners of each event are dedicated to its success and that the goals mesh with the strategic vision of the Town.

Observation: The community used words like "dingy" and "unkempt" to describe certain areas of the Town.

Recommendations:
- Your image is something that needs to be maintained on a regular basis. Host a "Spring Fling" clean up before the garage sale, with a large item dump opportunity and a party in the park after.
- Let the businesses with an incentive to cooperate (housecleaners, contractors, landscapers, etc.) do the planning and advertising. Focus the effort on downtown so that it can be brought under the umbrella of the overall event. Use youth volunteers, make it fun and provide incentives for participating, such as free or discounted advertising in Town communication.

Observation: Wellington successfully chose the brand "Colorado's Northern Gateway," with great community involvement and support. The community still lacks a compelling image/logo to go along with the brand, and has not updated materials and signage to reflect the new logo and slogan.

Recommendations:
- Capitalize on the connections between place, cultural industries, local resources and the local-regional economy. Weigh the merits of particular "labels" both positive and negative. Is agriculture the unifying/defining identity you want to convey? What shows your effort to embrace the community and rally efforts to grow together in the same direction? Be careful not to confuse the process (brand) with the thing (logo). Use the economic development group to define the criteria by which you will evaluate the logo. Align it with your strategy and make sure it is supported by research.
- Between online, paper and signage in the Town, there are many logos and taglines being used. Consider revamping your brand into a single unified brand. Develop a color scheme and brand that the community can rally behind. Consider alternate taglines such as "Heritage. Heart. Hometown."
- Remember the need for balance – your downtown should have a brand that gives it a special attraction but also keeps it positioned as part of the broader community that is competing with the rest of the world to attract people and businesses.

Observation: You have great marketing materials that speak to potential and current residents about opportunities, but nothing that is designed to attract new business to Cleveland Avenue.

The ultimate goal of economic development is to enhance the business you have, inspire entrepreneurship for new local businesses and attract outside businesses to come to Wellington.

Recommendations:
- Create a package that talks about what businesses exist, what the community wants and reasons to "hang a sign" downtown.
- Use your business survey to create compelling arguments and target specific materials to specific sectors. A generic brochure will never be as effective as a relationship with the person on the other end of it.
- Distribute your material to the natural network of sellers who already have incentive to help you: regional realtors, banks, contractors, developers, etc.
- Often the first contact you make is only the avenue to the perfect prospect. Once you know who you are talking to, you can create

marketing materials that clearly articulate advantages, demographics and return on investment for that individual business.

Observation: Consistent and effective communication does not exist between stakeholder groups.

Recommendations:
- Establish regular communication between critical groups in the community. Establishing separate open dialogs between the Mayor and leaders of the faith community, the faith community in general, youth groups, nonprofits, and the activities commission would bring a level of communication and trust that the community needs.
- Create a list of all volunteer groups and organizations and connect them with each other through email.
- Open the pathway to communication with clear guidelines for interaction so that people feel empowered to improve their community.
- All posting locations should be current, and information relevant to Wellington.

Observation: North Forty News is a great newspaper but it only comes out once a month.

Recommendations:
- Support investment-attraction strategies with ongoing and frequent communications that utilize a variety of online channels.
- Consider creating and maintaining a Facebook page for Downtown Wellington, Colorado with uniform communication about events.
- Print copies of event announcements and post in restaurants and on community calendars at the library and senior center.
- Create table tents or monthly flyer for restaurants to use on each guest's table.

Economic Development & Restructuring

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

Observation: Cleveland Avenue has a few key destination businesses. This shopping district could be enhanced by attracting more retail, restaurants and pedestrian oriented service industries.

Recommendations:
- Continue to support the Economic Development Committee, and encourage it to function independently from the Chamber of Commerce and Town. The Committee should work closely with both the Chamber and Town.
- The Economic Development Committee should include two Chamber representatives, two representatives from the Town, the Larimer County economic developer and the Mayor.
- This committee should be marketed as, and look like, an independent business organization. New business contacts or common concerns raised by existing businesses can be brought to the group for discussion and action. When action can/cannot be taken, it will be important to close the communication loop. Respective organizations contacted should keep a list (confidential when appropriate) and coordinated services should be decided. It will be important to determine a "point person" for all leads, prospects and inquiries. In this case, the point person may be the Chamber of Commerce. Perhaps identifying a Town employee to groom as an economic development liaison may

provide more sustainability of the committee, community goals, business relationships and overall position.

- Develop a strategic plan to attract new targeted businesses, retain and support existing businesses, and market the community. This could be a facilitated activity to include key members of the Chamber, Town, and County. If possible, it would be helpful to have different representatives from the private sector for added perspectives.
- The finalized plan should be endorsed/ approved by the Chamber of Commerce board and Town elected officials. A consistent message should be agreed upon with a commitment to implementation. It should then be communicated to the community to gain "buy in" and encourage more community engagement. It could also be a story in the North Forty newspaper.
    - Quantify existing businesses, determine number of employees in each and plot geographic locations, creating an inventory of who is in Wellington. This could be a starting place for systematic retention visits. The purpose of the visits would be to reach out and build relationships with larger employers. (It is important that this not be perceived as a Chamber membership drive. The buy-in will come when the businesses trust that the economic development representative will keep them safe with information, assistance, and a voice within Town government. This basically will be an ombudsman service approach, working with Town officials as an advocate for business. The Mayor and possibly Town Council should receive regular reports to solidify the commitment to the overall economic development efforts and goals. It also provides a foundation for communication purposes, such as a future newsletter, event, annual report, etc.
    - Identify strategic partners to leverage funds and staff resources. Partners could include Northern Colorado Economic Development Corporation (NCEDC), State of Colorado Office of Economic Development and International Trade (OEDIT), Colorado State University (CSU), Small Business Development Center (SBDC), and others. This could also be those close to home, i.e. businesses, realtors, Community Activities Committee, nonprofit groups, community leaders, faith-based groups, etc. Consider every person, every inquiry and every organization a potential partner.
    - It may be helpful to develop a standard "Code of Ethics" or formal agreement between the Chamber and Town to clearly define expectations of what each partner will/will not do. See examples from the Metro Denver Economic Development Council and the City of Arvada included in the appendices.
- Consider creating a real estate package and communication outreach featuring vacant commercial properties and business demand in the community (for example showing demand for a Chinese restaurant and predicted benefits for that type of business). An immediate relationship could be built with all commercial realtors who serve the Wellington area. A regular communication tool could serve as an information source for this group to:
    1. Know what commercial properties are available,
    2. Know what types of businesses the Town is wanting,
    3. Know clusters of businesses already in Wellington, and
    4. Publically acknowledge/congratulate commercial realtors who attract businesses to the community. They appreciate the acknowledgement and are more inclined to continue efforts of bringing businesses to the community.
- HOAs could be a source to solicit input of the types of businesses desired, as well as educate how to assist the Town in attracting those desired businesses. Citizens can utilize social media to support economic development efforts.
- Consider targeting businesses that are desired strongly in the community. Based on existing business demographics, consider targeting businesses such as: pet supply stores, office supply store offering office services, home

improvements and custom home improvement stores), auto parts stores, bike store, services that support agricultural and dairy farms, suppliers/services for the oil and gas industry, suppliers/services that support machine shops and industrial businesses, and a meeting/ conference center. These businesses can be attracted in various ways, including through relationship building with existing businesses and commercial realtors.

- Honor greatness. There is a great pride throughout Wellington. Honoring businesses in formal events could serve as both fundraising activities and as ways to promote the amazing people/businesses in the community. Criteria for acknowledgement could include (but not be limited to) largest employer, oldest business and capital investment for new or expanding facilities. Criteria should be objective so as not to appear as "favoritism" or awarding friends.
- Tell your story. There are many great and fun stories in Town. The million dollar cow. The breakfast pizza. What Harvest Farms brings to the community. Given the longevity of many citizens, "then and now" stories could be interesting. All stories should be related to business and economic development.
- Many businesses, especially new leads/ prospects, want to know they have a direct connection to the Mayor or Town Manager through the economic development representative. This connection must be clearly defined and communicated. It should be easy to find that business representative through both the Chamber and Town websites.
- Many non-retail businesses, i.e. machine shops, industrial, prefer to not be associated with a Chamber of Commerce. Larger businesses have concerns about solicitations or corporate ownership is offsite. The exception to this is community-minded business representatives. Therefore, it will be important that it is clear that all businesses are served and represented equally. Economic development generally has a different mission/reputation than Chambers. Economic development builds a community through a strategic mission of growing the job base, encouraging increased revenue through sales tax and capital investment, and helping existing businesses with growth and stability. Chambers are excellent at networking, education, member services support, community building, etc. There is a fine line between the two, but businesses will recognize the difference.
- A lot of work is being done by a few. To sustain the ability of existing leaders to continue, it will be important to attract other community leaders to join the economic development effort. This can be done by slowly and methodically "growing" the economic development committee with diverse business representation. It should be prestigious to be associated with the economic development group. Trust is earned and recognized by individuals who serve on that committee. Members must be committed to building a strong business environment by sharing their perspectives and knowledge. Members cannot be self-serving or looking for business opportunities through participation. This is important.
- Confidentiality is crucial. The economic development organization (and in some cases individuals) must maintain a high level of professionalism and have a reputation of trustworthiness. Once obtained, the group will learn of plans such as expansions, relocations, acquisitions, etc. This helps the economic development organization to intervene as needed to insure retention of the business or assist with ombudsman services. This especially applies to the manufacturing and industrial businesses.

If there are any questions or clarifications needed, feel free to contact Hazel Hartbarger of the Arvada Economic Development Association (AEDA) for assistance.

Physical Improvements & Design

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

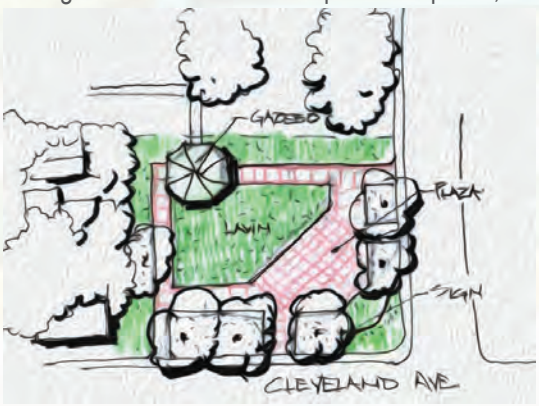
Observation: Storm drainage on Cleveland Avenue presents a significant problem for protecting and attracting downtown businesses, as water flowing from the north does not have an adequate drainage path once it reaches Cleveland Avenue.

Recommendation: Redo storm drainage infrastructure on Cleveland Ave. This will take a few years, careful planning, and could cost a little over one million dollars based on a drainage study completed by Wellington's consulting engineer. Consider public private funding options for partnering with DOLA, CDOT, Environmental Protection Agency (EPA) or others.

Observation: Location, proximity and character of downtown are not visible after exiting the interstate. The point of entry is not evident nor is the need to drive west on Cleveland Avenue for retail district or for restaurants.

Recommendations:

- Create a strong visual entry element such as a gateway arch or monument signage just west of 6th Street on Cleveland Avenue. This entry element could be based on ideas generated from within the community and fabricated by local manufacturers to showcase Wellington's distinct brand and identity. A second entry element may be located at the west end of Cleveland Avenue, just west of the railroad tracks.
- Informational signage at the interstate would indicate activities being planned within the downtown district to promote school functions and encourage motorists to venture west into town. These activated signs are easy to change and are mostly controlled by the merchants of the downtown district. A suggested location is just west of 6th Street on Cleveland Avenue.
- Coordination with CDOT about the possibility of signage on I-25 letting motorists know that an historic downtown district is nearby with local services, food, and lodging. A more expansive idea might be the inclusion of signage within the interchange identifying Wellington as a much more urban community, like Thornton and Northglenn have signed their intersections.
- Create a network of wayfinding signage along Cleveland Avenue to point out parks,



municipal facilities, schools, parking, etc. for motorists. Signage should be uniform in style and character and be located to promote local facilities. Added kiosk signage might also promote local events, lost kittens, local services, etc. and can be placed in strategic locations along Cleveland Avenue.

Observation: Because of some of the uses and the chain-link fence, the park between 3rd and 4th Streets is uninviting and not in keeping with the character of the downtown commercial core. A downtown park or square is desirable, but one with 12 foot chain link fencing promotes a fear of vandals and does not promote the park amenities present within the town.

Recommendation: Consider redeveloping the park to be more inviting and safe with removal of the skate park and basketball court (these can be located elsewhere on the park property or elsewhere in town). This "Main Street" frontage can then be improved to become a town square with a band stand, lighting, seating, statues, fountains, and recreational features that are more family oriented. This would also make the half block park to the north more accessible and improve the overall character of the downtown.

Observation: The downtown core, along Cleveland Avenue between 1st and 6th Streets, lacks the business density needed to generate higher levels of activity. Vacant lots make up almost 60% of the street frontage along Cleveland Avenue, which reduces the potential for pedestrian window shopping over the five to six block district.

Recommendations: Cleaning up, enhancing, and making (temporary) use of the vacant lots would appear to be the most expedient and cost effective way to resolve this issue. Consider temporary uses on vacant lots downtown such as:

- Commercial food trucks.
- Pop up tent stores.
- Outdoor art galleries.
- Outdoor ping pong tables, chess/checkers tables.
- Community gardens.
- Tot lot.
- n outdoor graffiti wall or chalk board to encourage interactive participation in downtown.
- Pocket parks or mini plazas with paving or grass, picnic tables, benches or chairs, and children's activities that don't require much maintenance (i.e a paved area for a hopscotch court).
- Use low fencing (split rail, post and rail or picket) and landscaping to screen the rough grass and gravel.
- Frame or screen lots used for parking with trees and shrubs.

Observation: Downtown streetscape is aging and lacks cohesion. Property maintenance ranges from excellent to poor. Vacant lots are full of weeds and gravel. There is a mix of residential and commercial properties. This all creates a character in the downtown, which is the heart of the community, that is negative and reflects poorly on the community.

Recommendations:

- Downtown streetscape elements should unify the downtown corridor so that people know when they have entered downtown. Initially this could be as simple as colored banners hung from street lights. Ultimately improvements should include coordinated street furniture, signage, and streetlights.
- Short term creative beautification projects, including potted plants on the sidewalk, could provide an easy and eye catching beautification to downtown. Each business could adopt a plant pot (all matching) outside their front door, a beautification project that could incur no/little cost to the city. The pots and plants could be sponsored by private groups or clubs (i.e. Kiwanis, Elks, etc.), businesses, or the Boys and Girls Club or other youth groups.

- Work with local banks to create a revolving loan program for façade improvements to help owners fund improvements, or create a façade squad to work on painting and improving the outward appearance of buildings. Partner with a hardware store for paint donations and other assistance.
- Consider outdoor kiosks to display community art from local craftsmen, artists, school art classes, after school programs or the Boys and Girls Club.
- Develop more specific design guidelines and a suggested color palette for Cleveland Avenue that promotes the historic character and "Main Street" pedestrian feel that the community desires. These guidelines should be clear and available to the public.
- Consider adding colorful paint to pedestrian crossings, street centerlines, parking, handicap parking, etc. This on-street maintenance can improve the visual character of the district.

Observation: It is important to keep as many civic uses on Main Street. as possible.

Recommendation: Reconsider moving City Hall and keep it and the Post Office on Cleveland Avenue. Consider expansion of City Hall on its existing site. Purchase vacant lot across the street for new public parking lot if necessary.

Observation: Some great work has been done to put in sidewalks in Wellington around new developments and crossing the railroad. However, sidewalks and bike paths throughout town are incomplete, substandard and in need of repair, especially along Cleveland Avenue and in the downtown core.

Recommendations:
- Continue to focus on completing sidewalks along Cleveland Avenue and creating safe routes that connect schools to neighborhoods.
- Short term painting projects could delineate bike lanes throughout town at a low cost.

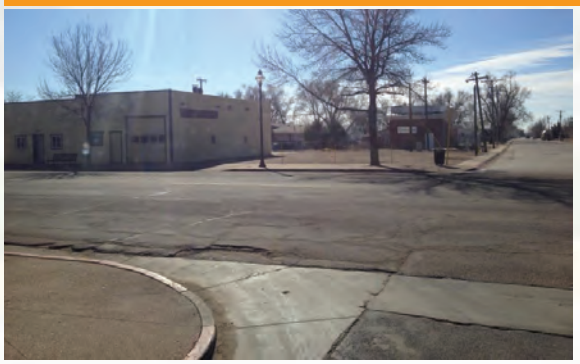
Observation: Downtown lacks amenities, spaces and activities for youth and children.

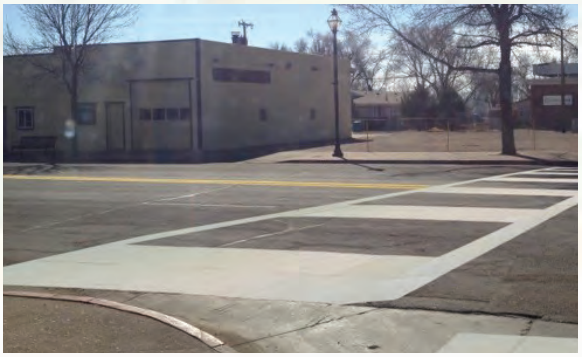
Recommendations:
- Consider creating park space in the downtown for multiple generations, from small children to adults.
- Consider what types of businesses and spaces could be created in the downtown for families and youth, for example, an arcade, movie theater or bowling alley. Investigate pursuing such opportunities with the economic development committee.

Observation: Wellington is a cyclist destination, but lacks good connections to trails.

Recommendation: Promote bike trails connecting northern and southern developments to downtown and to regional trial systems.

Examples of improved street crossings to increaase physical appeal.





Observation: Cleveland Avenue (Colorado Highway 1) experiences a high volume of traffic – including heavy truck traffic - that makes the downtown uninviting and dangerous for pedestrians.

Recommendations:

- Wellington Town staff should work with the County and Colorado Department of Tra (CDOT) to improve Owl Canyon Road (County Road 70) from I-25 west, tying it into US Highway 287; or improve Owl Canyon Road west to Terry Lake Road (County Road 15), and Terry Lake Road south to Colorado 1 and designate it as a truck route so that a more appealing option is created for truck drivers than driving through Downtown Wellington on Cleveland Avenue.
- Incorporate traffic calming elements on Cleveland Avenue through the downtown such as bump-outs at cross walks, narrower traffic lanes, pedestrian crossing signals, and possibly a roundabout at Cleveland Avenue and 6th Street.

Funding Mechanisms

Potential sources of funds that the staff of the Town of Wellington should investigate and discuss with the town board and the public include the following recommendations:

Coordination among the Town, Larimer County, Poudre School District R-1 and Wellington Fire Protection District is essential to the sustainability of the Town. It is suggested that regular meetings be held to meet the needs of their common constituents.

In addressing the Town's current wastewater needs and any long term storm drainage and water projects, the Town may consider the following funding sources.

- DOLA Energy Impact Program – contact Don Sandoval, Regional Manager, (970-679-4501) for more detailed information on the following programs:
  - Tier 1 grants up to $200,000
  - Tier 2 grants from $200,001 to $1 million
  - Water/sewer loans at 5%
- Colorado Water Conservation Board (CWCB) Water Project Loan Program – The Water Project Loan Program was established in 1971 to provide low interest loans for raw water resource projects.
- USDA RURAL DEVELOPMENT (RD) — Rural Development awards grants and loans to rural communities (not more than 10,000 populations) for construction and replacement of water, wastewater, storm sewer, and solid waste facilities. Communities can receive a loan and grant combination, with percentages based on median incomes, health hazard elimination, and annual debt service charges.

Given the scope of the storm drainage needs, a Storm Drainage Plan should be developed and adopted by the Town. Such a plan details the storm drainage needs and costs and includes maintenance requirements as well as a rate structure required to maintain the system. The Town may apply as early as April 2014 for DOLA Tier 1 funds to pay for the cost of the rate plan.

It's also recommended that the Town apply for a DOLA loan to the address the wastewater compliance needs, which may occur as early as August or December 2014. DOLA grants and loans require matching funds, preferably 1:1, but a lower match may be considered (though less competitively). Despite this match requirement, DOLA loans have terms of 20 years which more closely match the useful life of a wastewater treatment plan.

Long term storm drainage as well as water and wastewater transmission needs along Cleveland Avenue may be best addressed with USDA loans that have 40 year repayments

more appropriately matching the average life of these improvements. It's important to note that USDA loan proceeds may be used to serve as the match requirement for DOLA loans/grants. Depending on the overall cost of improvements and drainage area patterns, phasing may be considered to better manage the overall project costs and provide additional time to seek alternative funding sources.
Additional funding sources for water/wastewater needs include:

1. COLORADO RURAL WATER ASSOCIATION (CRWA) – Colorado Rural Water Association's Revolving Loan Program (RLP), established under a grant from USDA Rural Utilities Services, USDA/RUS, may provide financing to eligible utilities for pre-development costs associated with your proposed water and wastewater projects and may also be used with existing water/wastewater systems.
2. RURAL COMMUNITY ASSISTANCE CORPORATION LOAN FUND (RCAC) – Rural Community Assistance Corporation's (RCAC) Environmental Infrastructure Loan Program helps create, improve or expand the supply of safe drinking water and waste disposal systems/facilities that serve low and moderate-income communities in the West, including Colorado.

While the Town's infrastructure needs will be addressed over a longer time horizon, the following are funding sources to consider for short term improvements.

1. Vendor/Booth Fees – These are charges applied to concessionaires at events, parades, community gathering places.
2. 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 and will help in identifying what businesses are located in town. Many times the fees are paid every year. These dollars could be earmarked for specific business needs, events, marketing, etc. The Town should be as transparent as possible to let businesses and potential businesses know that their business fee is an investment in the Town's economic development efforts. These fees will come back to the business many times over as they will give Wellington a funding mechanism for economic development Wellington has an annual $25 business license fee. This is a typical amount for Colorado communities (Longmont is also $25). 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 town 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. Be careful not to add to the burden of small or startup businesses in a down economy.
3. Heritage Tourism Office/Colorado Tourism Office Grants – The Wellington 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 http://www.colorado.com/ai/

MarketingGrantCriteriaFY2009.pdf

4. Research grant opportunities for personnel –Wellington 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.

5. Tax Assistance from General Funds – Allocate specific funds for the downtown improvements.

6. CDOT Upper Front Range, Region 4 Planning and Management Region – Transportation safety grants.

7. Community Development Block Grant or Rural Business Opportunity Grants - These are federal funds that are distributed by DOLA. The Division of Housing (DOH) and Division of Local Government (DLG) have funds available, as does the Office of Economic Development and International Trade (OEDIT). DLG money is used for public facilities, DOH money is used to construct housing, and OEDIT money is used for Economic Development. Visit each agency's website to learn details.

BUSINESS DEVELOPMENT

1. Governor's Office of Economic Development and International Trade (OEDIT) – This agency has several programs from economic development assessments to small business development centers.

2. EPA Brownfields Program -This program provides direct funding for brownfields assessment and cleanup.

3. Governors Energy Office (GEO) and USDA Rural Development (RD) Energy Programs - Both agencies have new funding programs to retro-fit both public and business HVAC and lighting systems. Wellington businesses could utilize new technology and renewable energy sources to reduce costs. The town could install the new streetlights to more energy efficient LED type lights. The town could investigate funding opportunities to energy efficiencies for a new swimming pool.

4. Small Business Administration and Economic Development Administration – These are two federal programs that can assist local businesses in business startup, expansion and relocation.

5. Great Outdoors Colorado (GOCO)- GOCO uses a portion of lottery proceeds to help preserve, protect, enhance and manage Colorado's wildlife, park, river, trail and open space heritage. The town should investigate funding for a new swimming pool.

Other Resources – As a member of Downtown Colorado, Inc., Wellington 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 through DOLA that might offer some on-going training and support to Wellington's downtown efforts. Additionally, Wellington should access 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.

Participating Stakeholders

- Boys and Girls Clubs of Larimer County
- Colorado Department of Transportation
- Eyestone Elementary School
- Larimer County
- Larimer County Sheriff's Department
- Rice Elementary School
- River of Life Fellowship
- Wellington Fire Department
- Poudre R-1 School District
- Town of Wellington
- Wellington Business Owners
- Wellington Chamber of Commerce
- Wellington Community Activities Committee
- Wellington Fire Department
- Wellington Methodist Church
- Wellington Middle School
- Wellington Planning
- Wellington Residents

Team Member Bios

Troy Bernberg
Vice President, Public Finance, UMB Bank
Mr. Bernberg is a 10-year veteran in municipal finance with Stifel Nicolaus. Since 2005, Mr.Bernberg has completed over $623 million in municipal financings for various governmental borrowers. Mr. Bernberg provides a wide range of investment banking services including capital planning and structuring of tax-exempt and taxable bonds for new money projects and refunding's. Mr. Bernberg's expertise includes all financing options available to issuers - general obligation bonds, enterprise/project revenue bonds, sales and use/excise tax revenue bonds and certificates of participation. Mr. Bernberg also develops private placement/direct loan transactions on behalf of his clients.

Katherine Correll
Executive Director, Downtown Colorado, Inc.
Katherine Correll has experience spanning the fields of community outreach to advance downtown and community development, not-for-profit administration, project development and management, local government planning, marketing, financial and economic development services, and education. Katherine joined Downtown Colorado, Inc. as the Director of Communications and Operations in 2006; in 2007 she became the Executive Director.

Born and raised in Denver, Colorado, Katherine has worked with development initiatives in Denver, New York, Chicago, and the Former Soviet Union. Her focus on strategic planning and organizational development and management includes building viable and sustainable private, public, and non-for-profit institutions and programs. Prior to her current position, Katherine served as the American Councils for International Education Country Director for the Republic of Moldova, where she managed the national American Councils' portfolio focusing on building civil society initiatives, education, and public administration reforms. She was also responsible for management and growth of the American Language Center, language and professional training school. Katherine received her Master's Degree in Public Administration from Rutgers University and her Bachelor's Degree in Politics with a Minor in Urban Studies from New York University.

Karen Current
Principal/Marketing Director, DHM Design
Karen joined DHM in 2001 with experience in both private and public communications, PR, business communication and design. With a degree in Communications, and a decade of experience, Karen has developed the skills to create and implement marketing materials, identity concepts, publications, signage, brochures and interpretive displays for a wide variety of projects. Karen also manages the proposal and interview process, including strategy, materials and team building for the firm. She has helped win six nationwide National Park Service contracts and numerous state and national awards for the firm.

Hazel Hartbarger,
Deputy Director, Arvada Economic Development Association
AEDA serves as the City of Arvada's business-to-government liaison. The organization is focused on growing the job base and increasing revenues for the City while making every effort to support existing businesses. The AEDA Board of Director and Staff take this responsibility very seriously - always striving for excellence.

Hazel has been with the City of Arvada and AEDA for 20+ years. During that time, many successful programs, products, and services were implemented resulting in numerous local, State, county, and international awards, including several awards for the Arvada Way, an internationally recognized, award-winning business retention culture. Most recently, AEDA was the first Accredited Economic Development Organization (AEDO) in the State of Colorado achieved in 2013, and 37th internationally (33rd in the United States). Hazel was also the first inductee into Colorado Companies to Watch as 2012 Legacy Honoree as co-founder for the Colorado program.

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

Shay Ives,
Community Revitalization Specialist, Department of Local Affairs
Shay Ives is a Community Revitalization Specialist with the Community Development Office. She has four years of experience working on land use planning projects across the country including historic preservation studies, comprehensive land use plans, development codes, design standards and guidelines, and affordable/fair housing analyses. Shay has a Bachelor's in Environmental Design from the University of Colorado Boulder and a Master's in Urban and Regional Planning from the University of Colorado Denver.

Mike Tupa,
UCD Technical Assistance Program
Mike Tupa is a landscape architect with over 30 years experience in the design and construction of a wide range of private and public works projects. He has a BS and Masters in Landscape Architecture. Within his experience is work for CDOT as their Chief Landscape Architect during the Vail Pass-Glenwood Canyon years and as a private design consultant on highway projects including I-25 through Colorado Springs and C-470 in SW Denver. As a private consultant Mike provided project design and coordination services for a wide range of clients including Denver Metro Waste Water, D&RGW Railroad, Beaver Creek Resort, and a range of private developers across the Front Range.

For the past 6 years Mike has been with CSU managing their Community Technical Assistance Outreach program under contract with DOLA. This program provides design and planning to communities in eastern Colorado using University resources and interns to do the majority of the work. Projects include design and planning of public lands and community buildings.

Emerging Leader Team Support

Nathan Owens
Downtown Colorado, Inc. Volunteer
Nathan Owens holds a Master's degree in Urban and Regional Planning from University of Colorado Denver and a Bachelor's degree in English from Ohio University. He is passionate about sustainability and urbanism, but is intrigued by a variety of subjects that relate to society and the environment. Nathan recently finished a one-year internship with the City of Boulder's Comprehensive Planning department and is now on the hunt for a full time position in planning. He also makes a mean homemade pizza.

Jamie Shapiro
OSM/VISTA, Downtown Colorado, Inc.
Jamie grew up in Boulder, Colorado and attended Colorado College where he majored in Comparative Literature and minored in The Redevelopment of Urban Brownfields. During college he spent a semester studying urban design in Copenhagen, Denmark and undertook an independent research project on Denver brownfields. After college, he spent a year working in a community mental health center in Atlanta, Georgia. He has also worked as a camp counselor, on a conservation crew in Southwest Colorado and for four seasons at Eldora Ski Resort. Jamie brings to DCI a love of Colorado and a passion for writing, good design and healthy communities.

DOWNTOWN COLORADO, INC
1420 Ogden Street, Suite G-1, Denver, Colorado 80218, P 303.282.0625, F 303.282.0658
www.downtowncoloradoinc.org

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.
- **Examples of "Code of Ethics" for Chamber and Town**: As mentioned on page 15 of the narrative, included are the Metro Denver Economic Development Corporation's Code of Ethics, the City of Arvada's Core Competencies and the City of Arvada's Vision Statement (included with permission from Metro Denver EDC and City of Arvada).

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 Corre

Community: Wellington
Project: Downtown Commercial District

Plan Start Date : May-14 **Planning Months Out:**

Observation	Recommendation	Objective	Tasks to Reach Objectives	Deliverables	Initiators/Partners/ Stakeholders/ Expertise Needed	1 - 3 May-14	4 - 6 August-14	7 - 9 November-14	10 - 12 February-15	13 - 15 May-15	16 - 18 August-15	19 - 21 November-15	22 - 23 February-16	24 - 25 May-16	27 - 28 August-16	30 - 31 November-16	32 - 34 February-17	35 - 36 May-17
Organization and Management																		
There appears to be a lack of awareness of the great work that is going on amongst the active groups in town.	While the various groups in Wellington have separate objectives, identifying those groups, each objective area, and streamlining communication with all groups working in Wellington will help to foster a greater impact for the work that each group is hoping to accomplish.	Increase collaborative approach to building community.	Expand on the Chamber list of volunteer opportunities and town commissions with example projects and an online presence.	List of community volunteers and areas of interest shared with non-profit and community groups.	Chamber, nonprofit groups (Boys and Girls club for example), faith based groups and other organizations.													
	Develop collaborative approach to communicating opportunities.	Increase collaborative approach to building community.	Create regular dialogue between groups working in similar areas.	Monthly meeting dates set, agendas and minutes shared online.	Chamber, nonprofit groups (Boys and Girls club for example), faith based groups and other organizations.													
			Identify facilities and venues for programming and activities for youth, young families and youth service groups.	List of community facilities and activities for youth posted online and shared with stakeholders.	Chamber, schools, young families, youth and youth groups.													
			Churches: Meetings of churches. Ministerial Alliance should be reinstituted. Perhaps use the community choir to build connections. Consider a common sermon a couple times a year e.g. Community Engagement around the clean up day.	Regular monthly meetings, agendas, and minutes posted online. 100% of faith based groups participating.	All faith based groups.													

Community: Wellington
Project: Downtown Commercial District

Plan Start Date : May-14 **Planning Months Out:**

Observation	Recommendation	Objective	Tasks to Reach Objectives	Deliverables	Initiators/Partners/ Stakeholders/ Expertise Needed	1 - 3 May-14	4 - 6 August-14	7 - 9 November-14	10 - 12 February-15	13 - 15 May-15	16 - 18 August-15	19 - 21 November-15	22 - 23 February-16	24 - 25 May-16	27 - 28 August-16	30 - 31 November-16	32 - 34 February-17	35 - 36 May-17
North Forty News is a great newspaper but it only comes out once a month.	Regular posting location where every entity in town can post their events (Facebook, or Nextdoor.com), which can then be printed by the City in a weekly newsletter and distributed in schools, HOAs, Churches, downtown businesses, hotels, Colorado Connection, etc.	Increase collaborative approach to building community.	Ask each group (HOAs, youth groups, nonprofits and event organizers) to regularly post updates and use this information to create one consolidated communication piece to be printed monthly.	Weekly printed town newsletter with upcoming town events, distributed to schools, HOAs, faith based groups, downtown businesses, hotels, Colorado Connection, etc.	A central events or promotions committee, the Chamber of Commerce, event planners and organizers, City, schools, faith based groups, hotels, Colorado Connection, North Forty News, and the ability to print a simple flyer once a week.												
			Create uniform communication about events. Post in restaurants and on community calendars.	Regular meeting to collect and compile community wide info.	Chamber, town, and community groups.													
		Support Investment-attraction strategies by ongoing, frequent communications utilizing a variety of online channels.	Research internship to search for partners and investment opportunities.	A Town internship for social media, events and investment opportunities.	School/Town and DOLA regional managers.													
There is not a clearly identified focus, geographic area, resources, or description for downtown development.	Recognize that downtown is the heart of the community and that regional businesses contribute to its success. Define and communicate the focus area within the downtown boundary for the next three years.	Increased support for downtown businesses and increased focus on the downtown core as Wellington grows.	Identify types of uses, building guidelines, connectivity (parking, biking, fiber/wiring in new builds, etc).	Guidelines for planning and future development are posted online and shared with property owners.	Town with support from CCCD and DOLA.													
			Create a Town Trustee statement of priority to the downtown.	Downtown Revitalization Priority Statement shared broadly.	Town Trustees.													

Community: Wellington
Project: Downtown Commercial District

Plan Start Date : May-14

Observation	Recommendation	Objective	Tasks to Reach Objectives	Deliverables	Initiators/Partners/ Stakeholders/ Expertise Needed	Planning Months Out: 1 - 3 (May-14)	4 - 6 (August-14)	7 - 9 (November-14)	10 - 12 (February-15)	13 - 15 (May-15)	16 - 18 (August-15)	19 - 21 (November-15)	22 - 23 (February-16)	24 - 25 (May-16)	27 - 28 (August-16)	30 - 31 (November-16)	32 - 34 (February-17)	35 - 36 (May-17)
	Define a smaller downtown area to focus improvements with tiers building out over time to establish a core area.	Create baby steps for implementation to get large projects done over time.	Continue focus on creation and implementation of work plans and building a community-wide implementation process.	Workplans posted online and updated quarterly.	Chamber, town, and community groups.													
			Identify boundaries of downtown focus area and objectives to achieve in that section of town.	Map posted online and objectives discussed in public meeting.	Town, Chamber, and community.													
Chamber of Commerce is a driving force in Wellington's downtown development and economic development. It will be important to represent all businesses equally.	The Chamber of Commerce should consider an investor model to represent all business in the community, and primary funding could come from events, or other fundraising methods.	Ensure that community marketing material capitalize on all community assets.	Review appendix info on how and why to use an investor model. Assess benefits and services provided by the Chamber.	Chamber board meeting to discuss investor model. Consider if business license could support chamber basic inclusion of all businesses.	Chamber board.													
Wellington has a very strong commitment to youth, excellent schools and bright young people who seek opportunities for involvement or adequate activities.	Create a youth task force and advisory committee to empower youth in local affairs.	Empower youth and foster their involvement in the community.	Create a request for interest from youth to serve on committees and create a youth council to guide the community.	Announcement/ request for youth to serve on the committee, shared online and through the schools.	Chamber and youth groups.													
	Involve youth in events and volunteer opportunities through Boys and Girls Club, church youth groups, after school programs, etc.																	

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	Consider displaying student art at special events, local businesses, and/or public places.	Increase involvement of youth, encourage creative communities, draw people to events and downtown.	Outline the rules and venues where art displays can be posted. Create contest rules for entries in an art contest.	Contest rules and implementation plan for displaying public art developed.	Youth commission with guidance from faith based groups.													
	Consider working with LiveWell Colorado and GOCO to improve biking and exercise opportunities	Identify partner groups and funding to increase safety.	Create statement of Wellington needs around safe exercise and travel.	Healthy living statement created.	Youth commission, Chamber, and schools.													
			Identify contact to reach out to state-wide groups and share healthy living statement.	Meetings planned with Livewell and GoCo.	Town, Youth commission, Chamber, and schools.													
Wellington has a number of volunteer opportunities, and a number of groups looking for engagement and opportunities.	Centralize volunteer management, including the development of job descriptions and one clearing house for volunteer opportunities.	Allow projects and groups looking for volunteers to more easily connect with those looking to volunteer.	Develop of job descriptions and one clearing house for volunteer opportunities.	Job/volunteer descriptions descriptions posted online.	Chamber and faith based organizations, partner with school and town.													
	Create a citizens academy to educate citizens on what should do as citizens and how they can be involved.	Educate citizens on how they can be involved in and shape the future of their community.	Hold training for residents to understand ways to get involved.	Agenda and invite posted online, around town, and at school.	Town partners with DOLA, Chamber, faith based groups, and schools.													
			Engage youth in citizen's academy and leadership opportunities within the academy.	Agenda and invite posted online, around town, and at school.	Town partners with DOLA, Chamber, faith based groups, and schools.													

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Wellington will have high infrastructure costs for its downtown redevelopment and substantial downtown improvements.	Consider new funding streams.	Reduce cost to the Town for downtown infrastructure improvements.	Review list of funding options with DOLA.	Prioritized list of funding options and plan for approaching each.	Town trustees, organization committee, and DOLA.													
	A DDA may provide sustainable resources and funding.	Create a sustainable funding mechanism for downtwon improvements and manintainence.	S	Communicaiton list for all property owners and fact sheet for DDA.	Downtown Action Committee in partnership wth DCL.													
CDOT appears to be open to ideas and collaboration with Wellington moving forward.	Encouragae open communication between Town, community leaders and CDOT.	Enhance communication with stakeholders and partner groups and work towards a long term solution to Cleveland Avenue challenges.	Utilize concept plans and studies to create a proposal for CDOT.	Design plans for Clevand Ave. are shared with CDOT and include timing and ways to incorporate street scape ideas.	Design committee works with DOLA planners and CCCD to develop formal plan.													
			Communicate with CDOT as often as possible.	Regular meeting with CDOT.	Design group and CDOT.													

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Marketing and Promotions																		
Wellington is home to several destination businesses and several well attended regional festivals, but lacks the feeling of a destination community.	Build on destination businesses.	Define destinations and get the right people talking to each other.	Create a list of "destination" businesses and their contact info.	List of destination business with their location and contact info.	Chamber of Commerce, Economic Development Committee, Marketing and Promotions Committee, Town, real estate partner, owners of destination businesses.	■	■			■				■				■
	Take advantage of partnerships and umbrella branding strategies.	Define overall vision and goals for the downtown partnerships and events.	Look for synergies between potential partners such as the Auction House and restaurants, Florists and Chocolate Rose, etc. Create partnerships.	1. Stakeholder analysis or similar document (can be very simple), detailing pottential partners and what they want. 2. Create a vision and goals for the downtown, with as much input as possible.	Chamber of Commerce, Economic Development Committee, Marketing and Promotions Committee, Town, businesses.	■	■	■	■	■			■				■	
	Brand Wellington as a destination.	Create intentional regional tourism opportunities.	Incorporate what is unique about the community. Focus on image building and create campaigns that revolve around specific retail-related events/holidays.	Written strategy for branding Wellington as a regional destination, including regional venues to promote Wellington (Ft. Collins, Cheyenne, Greeley, Loveland, etc.), and a short list of events aimed at bringing in regional visitors.	Chamber of Commerce, Marketing and Promotions Committee, Town, CAC, Design committee, regional tourism/promotions contacts.	■	■	■	■			■				■		
	Create Cross Promotional Events.	Outline a master strategy.	Assign champions: For example, the Chocolate Rose could host a Valentine's Day chocolate event; Proper Time could have a great countdown to Daylight Savings or Wellington Flowers could sponsor a Mother's Day brunch crawl.	Three cross promotional events outlined, with support of local business champions, and basic planning strategy for each event.	Chamber of Commerce, Marketing and Promotions Committee, Town, CAC, local business champions, a volunteer group (church, etc.).	■	■	■	■			■				■		
Your locals are your greatest asset.	Engage, inform and inspire.	Make a push to engage locals.	Learn from the great Facebook page of the CAC but develop it into a broader Downtown Wellington page and actively seek community "likes" and participation. Focus on a new online calendar system both internally and externally so people know what's going on.	1. Downtown Wellington Facebook Page 2. Updated/new online calendar system.	Chamber of Commerce, Marketing and Promotions Committee, Town, CAC.	■	■	■	■	■	■	■	■	■	■	■	■	■

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	Consider a 3/50 campaign.	Build on the buy local campaign.	Assign a champion or champions. Visit the web site and reach out for support. Download materials, inform business community and start promoting it online.	Promotional materials for 3/50 campaign posted online, distributed to local businesses, community centers, churches and other groups.	Chamber of Commerce, Marketing and Promotions Committee, Town, businesses, local venues to promote the campaign (churches, Town Hall, events, North Forty, etc.).			■	■			■	■			■	■	
	Differentiate yourselves not by looking at your places but at your people.	Collect stories.	Use facebook to solicit stories and celebrate unique success stories while promoting the downtown.	3-5 stories highlighting what makes Wellington a unique/wonderful community, and a great place to do business.	Chamber of Commerce, Marketing and Promotions Committee, Town, businesses, local venues to promote the campaign (churches, Town Hall, events, North Forty, etc.), residents, frequent visitors to Wellington.	■	■	■	■									
	Look for connectivity points.	Engage the community.	Ask what they really want, what makes them feel good about going downtown, and most importantly, tell them how they fit into the picture.	1. A simple survey to distribute to the whole community asking what they like and want downtown (can be done in person by volunteers too) 2. A document showing the results- what the community values and wants downtown.	Marketing and Promotions Committee, church groups and other community connection points, downtown businesses, Chamber, Town, HOAs, residents.	■	■			■	■			■	■			■
Wellington hosts several successful events throughout the year, and could build on those events in such a way that their visibility and consistency creates momentum across the board.	Audit your events and look for holes.	Use Event Matrix tool.	Look for holes in activity types, geography and times of the year. Focus on evenings, winter, and young people.	Completed Event Matrix.	Marketing and Promotions Committee, CAC, others involved in event planning.	■	■											
	Use vacant land downtown.	Encourage a more vibrant downtwon by adding density and drawing people.	1. Create a list of key vacant lots along Cleveland Avenue, with the propery owner and contact information. 2. Brainstorm a list of possible uses for these sites.	List of key vacant properties with possible uses.	Marketing and Promotions Committee, interested volunteers, downtown property owners.	■	■	■	■	■	■	■	■	■	■	■	■	■
	Consider events for specific demographics.	Engage the whole community in downtown events.	1. Use the completed Event Matrix tool, along with local knowledge and perspective, to find which demographics are over and under served by downtwon events. 2. Make a list of those demographics that are underserved and brain storm new/expanded event ides.	1. List of demographics not being served well by downtwon events and a list of ideas for events that would better include them.	Marketing and Promotions Committee, CAC, interested volunteers.		■				■				■			

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	Embrace events that aren't specifically sponsored by the Town or Chamber.	Create an inclusive environment for planning and holding events in Welington.	1. Create a comprehensive list of all Wellington events, using the Event Matrix tool, Include all community wide events that take place in Wellington, through the CAC, Chamber, Town or other organizations,and include a point person for each event. 2. Promote all Wellington events.	Comprehensive list of all Wellington events with a contact person for each. Completed Event Matrix.	Marketing and Promotions Committee, CAC, organizations/individuals hosting community wide events, interested volunteers.													
	Consider quality over quantity.	Use resoueces and volunteers efficiently to impliment events with the most positive impact on downtown.	1. Fill out Event Matrix looking for strengths and weaknesses of each event. 2. Talk to downtown business owners to figure out what events, and kinds of events, are most helpful to them. Create a document outlining most effective events for downtown.	1. Events Matrix. 2. Outline of most effective events for downtown.	Marketing and Promotions Committee, CAC, organizations/individuals hosting community wide events, downtown business owners.													
The community used words like "dingy" and "unkempt" to describe certain areas of the Town. Your image is something that needs maintained on a regular basis.	Host a "Spring Fling" clean up.	Engage volunteers downtown and create a more beautiful and clean downtown environment.	Let the businesses with incentive to cooperate do the the planning for the event. Be sure there is a point person to be the contact for the "Spring Fling" event. Set a day for the event. Create promotional material. Distribute material. Make a list of volunters, with contact information. Work with a local hardware or cleaning supply store to provide necessary tools.	Promotional materials for "Spring Fling," List of businesses with an incentive who are pllaning. List of volunteers. Plan of action.	Marketing and Promotions Committee, youth groups, faith groups, residents, organizations interested in volunteer opportunities, downtown businesses, hardware store.													
Wellington lacks a compelling and unified brand slogan and identity.	Capitalize on the connections between place, industries, local resources and the local-regional economy.	Embrace what makes Wellington unique and what people love about the place and region to brand with a logo to go along with the slogan "Colorado's Northern Gateway."	Conduct a formal branding process for the Town that engages as many residents and organizations as possible. This process should include the collection of as much feedback and press as possible (including press releases, community meetings, surveys, social media campaigns, and conversations). Just as the slogan for Wellington, "Colorado's Northern Gateway" was developed using a great deal of community input, the logo should be developed through a similar process.	Unified logo and slogan for Wellington based on community input.	Marketing and Promotions Committee, Town, Chamber, as many residents as possible.													
	Don't confuse the process (brand) with the thing (logo).																	
	Develop a color scheme and brand that the community can rally behind.																	
	Consider rethinking your tagline.																	
	Remember the need for balance between your downtown and the broader community.	Engage both downtown stakeholders and community/out of town stakeholders in the branding process.	Gather input from a balanced variety of sources.															

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You have great marketing materials that speak to potential and current residents about opportunities but nothing that is designed to attract new or retain current businesses along Cleveland Avenue.	Create a package specifically to attract specific businesses.	Draw new business to downtown Wellington, encourage entrepreneurs within the community to locate along Cleveland Avenue, and encourage those businesses on Cleveland Avenue to remain and expand.	1. Put together a list of all vacant and underutilized properties downtown, with a map, photographs, descriptions, possible uses, availability, contact info for owner (if appropriate) and other relevant information. 2. Create a report detailing the benefits of doing business in downtown Wellingotn (include sucecss stories, growth projections, market analysis data, etc.). 3. Combine these to form a package for attractive businesses.	Business atraction package.	Chamber of Commerce, Town, Marketing and Promotions Committee, Economic Development Committee, downtown property owners, realtor(s), graphic designer, writer, interested volunteers.												
	Focus on people and tell the story of their success.	Use the business attraction package as a chance to tell some of the success stories of downtown businesses.	Conduct interviews and/or ask for written materials that tell the story of some of downtwon Wellington's most succesful businesses. Use photographs to highlight individuals, and the great work they have done to their property.	Business attraction package, with success stories.	Chamber of Commerce, Town, Marketing and Promotions Committee, Economic Development Committee, downtown business owners, interested volunteers.													
	Distribute to all who have incentive to help you sell the idea.	Put downtown Wellington on the map as a great place to do business, and a great opportunity to relocate, establish or expand.	Work with the Economic Development Committee to distribute marketing materials locally, regionally and throughout the state.	Business attraction package located throughout the state.	Chamber of Commerce, Town, Marketing and Promotions Committee, Economic Development Committee.													

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Economic Restructuring																		
Cleveland Avenue has a few key destination businesses. The shopping district can be enhanced by attracting more retail, restaurants and pedestrian oriented service industries.	Establish an economic development committee to meet regularly. This committee should include two Chamber representatives, two representatives from the city, the Larimer County economic developer and the Mayor. This committee should be marketed and look like an independent business organization. New business contacts or common concerns raised by existing businesses can be brought to the group for discussion and action. When action can/cannot be taken, it will be important to close the communication loop. Respective organizations contacted should keep a list (confidential when appropriate) and coordinated services should be decided. It will be important to determine a "point person" for all leads, prospects, inquiries. In this case it may be the Chamber of Commerce. It could also be a Town employee who can be groomed to be an economic development professional serving the committee.	The purpose of this committee is to provide a more collaborative approach to economic development with improved communications regarding new business development, existing business growth, sustainability, and marketing outreach.	1) Determine committee members and a regular and periodic time to come together to meet regarding economic development. 2) Determine a procedure for information sharing. This could be done by creating a meeting agenda and common contact sheets that provide basic information about the business (new or existing). 3) Identify the "rules of engagement" for the group, i.e. open and honest communication, mutual agreement on the goals of economic development for the community, etc. 4) Identify the spokesperson for the group recognizing community perception. This basically means leaving "egos and personal interests at the door" and focusing on achieving the economic development goals of the community.	Periodic meetings should be at least monthly. Depending on the activity and needs, the meeting could be bi-weekly or weekly. Meeting notes should be taken and actions documented.	Two Wellington Chamber of Commerce representatives, two Town of Wellington representatives, Larimer County economic developer, and the Town Mayor. It may be helpful to include a non-biased business representative such as the local bank executive. The group could be grown organically as the committee determines practical. Participation in the group should require a desire to build a strong business environment/community. Selflessness and integrity of the group is critical.												
	Develop a strategic plan to attract new targeted businesses, retain and support existing businesses, and market the community. This should be done with key members of the Chamber, Town officials, and Larimer County. If possible, it may be helpful to have participation from different representatives of the private sector for added perspective. The finalized plan should be endorsed/approved by the Chamber of Commerce board and Town elected officials. It should then be communicated to the community to obtain "buy in", as well as empower the community to help achieve results.	The purpose of creating a strategic plan annually is two-fold. 1) Provide a roadmap for action, activities, and measurable results. 2) Year end review will identify accomplishments, carryover goals, needed adjustments, and planning for the following year. It also provides accountability and a historical picture of accomplishments over time.	If possible, arrange for a facilitated meeting to create a strategic economic development plan. It could be broken into categories such as new business development, business retention, and marketing. The plan could include goals such as quantifying existing businesses, determining the number of employees in each, plotting geographic locations, and creating relationships. This basically means creating an inventory of who's here. This could be a starting place to systematic retention visits and offer ombudsman services. A marketing and communication strategy could be part of the strategic plan, such as a future newsletter, events, annual report, etc.	An approved strategic plan that is understandable, achieveable, and measurable.	Economic development committee members should be the initiator and present to Town officials to achieve agreement and commitment from all parties. Stakeholders include businesses, non-profit organizations, local schools and members of the community.												
	Identify and build strategic partnerships.	The purpose of creating these partnerships is to leverage financial and staff/volunteer resources.	Research organizations throughout the greater Wellington area that share a common mission and partner with these organizations.	Deliverables will be obvious as time and participation with these groups increase.	The lead organization for economic development will likely be the primary point of contact for partnership building. Potential partnerships could include Northern Colorado Economic Development Corporation (NCEDC), State of Colorado OEDIT, CSU services, SBDC, etc. Partnerships come from various and unique places. Vigilence on appropriate relationship building will be key.												
	Create a real estate package and communication outreach featuring vacant commercial properties and business demand in the community.	The purpose of a suscinct and meaningful packet designed for commerical development is to provide information about the Town for commercial real estate professionals.	Identify the locations of available commercial property for sale and for lease. Compile a summary document or refer to an existing resource to promote these sites to commercial realtors. Create a monthly newsletter that showcases the targeted properties for development, targets businesses desired in the community and markets Wellington as a business friendly environment (It must be so, or cannot be said. Local quotes from busnesses help endorse the statement.).	Attract new commercial development to Wellington or facilitate expansion of existing businesses by educating and partnering with real estate professionals.	Economic development committee. A potential partner could be the North 40 Newspaper for general marketing outreach.												

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	Create a targeted study and identify complementary businesses desired.	Marketing outreach can be targeted to specific areas and specific businesses.	Based on existing business demographics, consider targeting and reaching out to supplemental businesses such as: family restaurants, pet supply stores, office supply store offering other office services, home improvements, custom home improvement (stores to complement existing counter top business), auto parts stores, bike store, services that support agricultural and dairy farms, suppliers/services for the oil and gas industry, suppliers/services that support machine shops and industrial businesses, and perhaps a meeting/event center.	A clear direction for creating a marketing strategy.	Economic development committee can develop the list; however, a broader partnership will be needed to support implementation.													
	Tell your story.	Tell the world why Wellington is the best place in Colorado.	There are many great and fun stories in Town. The million dollar cow. The breakfast pizza. What Harvest Farms brings to the community. Given the longevity of many citizens, then and now stories could be interesting. All the stories should be related to business and economic development. People love to know fun facts about the community and business owners/employees are no different. Tell them what they know and don't know. Then tell them again.	The great things about Wellington become household and neighborhood conversations.	A group interested in communications, education and culture. Perhaps a school program or publication. A consistent section of the North 40 Newspaper would be a great benefit to highlighting Wellington.													
Wellington could better highlight economic drivers.	Create an annual program to highlight iconic businesses and champions for downtown Wellington.	Showcase the downtown district as the heart of the community.	Determine criteria for acknowledgement. Criteria for recognition could include community involvement, customer attraction, destination customer generators, etc.	The community can identify the importance of its downtown based on promotions and celebration.	An unbiased group of peers and other business and community leaders help determine the award recipients.													
	There is a great sense of pride throughout the community. Honor greatness.	Honor businesses throughout Wellington during formal events or marketing venues. This could be structured as not only a fundraising activity, but also promote the amazing people/ businesses in the community.	Determine criteria for acknowledgement. Criteria for recognition could include but not be limited to largest employer, oldest business, highest capital investment for new or expanding facilities or any other criteria. The most important criteria is that the award winners cannot be perceived as chosen based on personal relationships.	A separate panel of unbiased business and community leaders to serve as a selection committee for awards. This keeps the Economic Development Committee removed from perceived favortism.	Economic development committee and the Town of Wellington. This tells business about the value the community places on what business brings to the community.													
	Host a community-wide training or presentation on what economic development means and how everyone in the town can play a role.	Solidify the reasons that economic development is important for the whole community.	Create a curriculum and venue to help community members understand what the term "economic development" means. It is different things to different people. This could begin with presentations at business events, school or faith-based events. It could be an article in the North 40 newspaper. It must be a message delivered in various ways in various venues.	The whole town has a common language and frame of reference relative to economic development.	Stakeholders are everyone involved in shaping the future of Wellington, including partners who can "preach the message" outside the community. Who takes the lead? Who is that influential person with a gift of outreach and collaboration?													

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Design																		
Storm drainage on Cleveland Avenue presents a significant problem for protecting and attracting downtown businesses. Water flowing from the north does not have an adequate drainage path once it reaches Cleveland Avenue.	Redo storm drainage infrastructure on Cleveland Avenue This will take a few years, careful planning, and could cost a little over 1 million dollars based on a drainage study completed by Wellington's consulting engineer. Consider public private funding options for partnering with DOLA, CDOT, EPA or others.	To reduce flooding in the downtown.	Finalize funding plan. Select an engineering consultant to complete storm drainage construction plans and documents. Put project ouit to bid. Award contract. Construct improvements.	Funding plan. Construction plans and documents. Request for construction bids published. Selection of contractor and acceptance of bid. Improvements constructed.	Town staff, funding partner(s), engineering consultant.													
Location, proximity and character of downtown are not visible after exiting the interstate. The point of entry is not evident nor is the need to drive west on Cleveland Avenue for retail district or for restaurants.	Create a strong visual entry element such as a gateway arch or monument signage just west of 6th street on Cleveland Avenue This gateway entry element could be based on ideas generated from within the community and fabricated by local manufacturers to showcase Wellington's distinct brand and identity. A second arch entry element may be located at the west end of Cleveland Avenue, just east of the railroad tracks.	To draw visitors from the I-25 interchange into Wellington's downtown.	Finalize funding. Select gateway designer. Prepare design and documents.Select construction contractor. Construct entry element.	Funding plan. Final design documents. Construction contract. Entry element constructed.	Town staff, funding partner(s), designm consultant.													
	Informational signage at the interstate would indicate activities being planned within the downtown district, promote school functions, or encourage motorists to venture west into town. These activated signs are easy to change and mostly controlled by the merchants of the downtown district. A suggested location is just west of 6th Street along Cleveland Avenue.	To draw interstate travellers into downtown Wellington.	Identify and finalize signage needs/wants and coordinate installation with CDOT.	Agreement with CDOT. Fundng plan. Design plan. Construction plan. New signage constructed.	Town staff, signage/wayfinding consultant, CDOT.													
	Coordinate with CDOT about signage on I-25 indicating that a historic downtown district is nearby with local services, food, and lodging. A more expansive idea might be signage within the interchange which identifies Wellington, much as more urban communities like Thornton and Northglen have at their intersections.	To draw interstate travellers into downtown Wellington.	Identify and finalize signage needs/wants and coordinate installation with CDOT.	Agreement with CDOT. Fundng plan. Design plan. Construction plan. New signage constructed.	Town staff, local historic committee, signage/wayfinding consultant, CDOT.													
	Create a network of wayfinding signage along Cleveland Avenue to point out parks, municipal facilities, schools, parking, etc. for motorists. Signage should be uniform in style and character and be located to promote local facilities. Added kiosk signage might also promote local events, lost kittens, local services, etc. and can be placed in strategic locations along Cleveland Avenue.	To help locals and visitors to find their way around Wellington and to find major points of interest.	Select a signage/wayfinding consultant. Identify and finalize signage needs/wants and coordinate installation with CDOT. (This should be part of the Master Plan idscussed below.)	Signage/Wayfindiing plan. Agreement with CDOT. Funding plan. Design plans. Construction/implementation plan. New signage put in place.	Town Staff, signage/wayfinding consultant, CDOT, Landscape Architect consultant.													

Community: Wellington

Project: Downtown Commercial District

Plan Start Date : February-14

Planning Months Out:

Observation	Recommendation	Objective	Tasks to Reach Objectives	Deliverables	Initiators/Partners/Stakeholders/Expertise Needed	1 - 3 February-14	4 - 6 May-14	7 - 9 August-14	10 - 12 December-14	13 - 15 March-15	16 - 18 June-15	19 - 21 September-15	22 - 23 December-15	24 - 25 March-16	27 - 28 June-16	30 - 31 September-16	32 - 34 December-16	35 - 36 March-17
Because of some of the uses, and the chainlink fence, the park between 2nd and 3rd streets is uninviting and not in keeping with the character of the downtown commercial core.	A downtown park or square is desirable but one with a 12 foot chain link fence promotes a fear of vandals and does not promote the park amenities present within the town. Without the enclosed hard surface court, the park would present a greener and more inviting character. The park should be redeveloped to be more inviting and safe. The skate park and basketball court should be moved (these can be located elsewhere on the park property or elsewhere in town). The "main street" frontage can then be improved to become a town square with band stand, lighting, seating, statues, fountains, and recreational features that are more family oriented. This will help to make the half block park to the north more accessible and improve the overall character of the downtown.	To create a more inviting, visually attractive, and suitable public space in the downtown core area.	Select a landscape architect consultant. Prepare and approve park plans. Finalize funding.Select constrcution contractor. Construct improvements.	Approved park plans and construction documents.	Town staff, landscape architect consultant, community,													
The downtown core, along Cleveland Avenue between 1st and 6th streets, lacks the business density needed to generate higher levels of activity. Vacant lots make up almost 60% of the street frontage along Cleveland Avenue, which greatly reduces the potential for pedestrian window shopping over the 5-6 block district.	Cleaning up, enhancing, and making temporary use of the vacant lots would appear to be the most expedient and cost effective way to resolve this issue. Consider temporary uses on vacant lots downtown.	Create a continuous and interesting walking experience throughout the downtown core area.	Identify properties to be enhanced. Finalize agreements with the property owners. Select a landscape architect to prepare plans. Prepare and approve plans.	Property owner agreements. Approved plans. Volunteer sign ups.	Town staff, affected property owners, landscape architect consultant, arts community, volunteers.													
Downtown streetscape is aging and lacks cohesion. Property maintenance ranges from excellent to poor. Many vacant lots are full of weeds and gravel. There is a mix of residential and commercial properties in the downtown. This all creates a character in the downtown that is negative and reflects poorly on the community as a whole.	Downtown streetscape elements should unify the downtown corridor so that people know when they have entered downtown. Initially, this could be as simple as hanging colored banners from street lights. Ultimately improvements should include coordinated street furniture, signage, and streetlights.	Create a unified, visually attractive and inviting downtown that sets the downtown core area apart from the rest of the town as a special area.	Select a landscape architect consultant. Select and install colored banners. Identify funding sources. Prepare a downtown Streetscape Master Plan and Construction Phasing Plan. Prepare final design and construction documents. Select and contract a construction contractor. Construct improvements.	Approved Downtown Master Plan. Approved final plans and construction documents. Volunteer sign ups (if necessary). Temporary improvements made.	Town staff, staholders, community, Landscape Architect consultant, CDOT, DOLA, volunteers.													
	Short term, creative, beautification projects, including potted plants on the sidewalk, could provide an easy and eye catching beautification to downtown. Each business could adopt a potted plant (all matching) outside their front door. This beautification project would incur little or no cost to the city or other organizations. The pots and plants could be sponsored by private groups or clubs (i.e. Kiwanis, Elks, etc.). Or, it could become a Scout or Boys and Girls Club project.	To improve the visual aesthetics and unity of the downtown.	Select a landscape architect consultant. Identify funding sources, who will install and who will maintain.	Seletion of materials. Identification of participants. Agreements from participants. Volunteer participants.	Town staff, property owners and business owners, Landscape Architect consultant, volunteers(s).													

Community: Wellington

Project: Downtown Commercial District

Plan Start Date : February-14

Planning Months Out:

Observation	Recommendation	Objective	Tasks to Reach Objectives	Deliverables	Initiators/Partners/Stakeholders/Expertise Needed	1 - 3 February-14	4 - 6 May-14	7 - 9 August-14	10 - 12 December-14	13 - 15 March-15	16 - 18 June-15	19 - 21 September-15	22 - 23 December-15	24 - 25 March-16	27 - 28 June-16	30 - 31 September-16	32 - 34 December-16	35 - 36 March-17
	Work with local banks to create a revolving loan program for façade improvements to help owners fund improvements, and/or create a façade squad to work on painting and improving outward appearance of building. Partner with a hardware store for paint donations and other assistance.	To help property owners improve the appearance of their buildings and the well-being of the downtown commercial area.	Identify properties to be improved and who owns them. Work with University of Colorado Denver Design students to identify and develop improvements. Finalize agreements with property owners. Finalize program parameters with funding sources.	List oif properties and owners to be included in the program. Approved funding program. Plan of action with UC Denver.	Town staff, property owners, funding sources for loan program (local banks, etc.), CU Denver, other pottential funders for grants (History Colorado, DOLA, etc.), volunteers.													
	Consider outdoor kiosks to display community art from local craftsmen, artists, school art classes, after school programs or the Boys and Girls Club.	To add additional interest throughout the downtown core area and thereby attract more visitors/ cutomers.	This effort should be part of the Master Plan discussed above.	An approved Downtown Master Plan. Approved final plans and construction documents.	Town staff, staholders, community, Landscape Architect consultant, CDOT, DOLA, volunteers, youth groups, schools,													
	Develop more specific design guidelines and a suggested color palette for Cleveland Avenue that promotes the historic character and “Main Street” pedestrian feel that the community desires. These guidelines should be clear and available to the public.	To miantain a consistent appearance thoughout the downtown core area.	This effort should be part of the Master Plan discussed above.	An approved Downtown Master Plan. Approved final plans and construction documents.	Town staff, stakeholders, community, Landscape Architect consultant, CDOT, DOLA.													
	Paint in pedestrian crossings, street centerlines, parking, handicap parking, etc. This on-street maintenance can improve the visual character of the district.	To improve visual quality, and pedestrian safety and walkability in the downtown.	Identify pedestrian crossings that need to be improved.	An approved pedestrian crossing improvement plan.	Town staff, CDOT, volunteers.													
It is important to keep as many civic uses on Main St. as possible.	Reconsider moving City Hall and keep it and the Post Office on Cleveland Avenue. Consider expansion of City Hall on its existing site. Purchase vacant lot across the street for new public parking lot.	Keep public facilites that significant numbers of residents regularly visit in the downtown core area, thereby increasing the visibilty of the area.	Form a City Hall Planning Committee. Identify needs. Select an architect consultant. Select a preferred improvement plan. Identify funding sources. Approve improvement designs and construction documents. Select a construction contractor.	Approved improvement plan. Improved Town Hall.	Town staff, the community, Architect consultant, funding source(s).													
Some great work has been done to put in sidewalks in Wellington around new development and crossing the railroad. However, many sidewalks and bike paths throughout town are	Continue to focus on completing sidewalks along Cleveland Avenue and creating safe routes that connect schools to neighborhoods.	To improve pedestrain access, walkability and safety of the downtown area.	Select a design consultant to prepare a sidewalk improvement plan. Prepare a sidewalk improvement and phasing plan.	Approved Sidewalk improvement and phasing plan.	Town staff, community, design consultant.													

Community: Wellington

Project: Downtown Commercial District

Plan Start Date : February-14

Planning Months Out:

Observation	Recommendation	Objective	Tasks to Reach Objectives	Deliverables	Initiators/Partners/Stakeholders/Expertise Needed	1 - 3 February-14	4 - 6 May-14	7 - 9 August-14	10 - 12 December-14	13 - 15 March-15	16 - 18 June-15	19 - 21 September-15	22 - 23 December-15	24 - 25 March-16	27 - 28 June-16	30 - 31 September-16	32 - 34 December-16	35 - 36 March-17
throughout town are incomplete, substandard and/or in need of repair, especially along Cleveland Avenue in the downtown core.	Short term painting projects could delineate bike lanes throughout town at a low cost.	To improve cyclist access and safety in the downtown area.	Select a planning consultant to prepare a bike lane plan. Prepare an on-street bike lane plan and phasing plan.	An approved on-street bike lane plan.	Town staff, representatives from the biking community, planning consultant, CDOT.													
Downtown lacks amenities, especially spaces and activities for youth and children.	Consider creating park space in the downtown with amenities for multiple generations, from small children to adults.	To attract more families and youth to the downtown.	This effort should be part of the Master Plan discussed above.	An approved Downtown Master Plan. Approved final plans and construction documents.	Town staff, staholders, community, Landscape Architect consultant.													
	Consider what types of businesses and spaces could be created in the downtown for families and youth, for example an arcade, movie theater or bowling alley. Investigate pursuing such opportunities with the economic development committee.	To attract more families and youth to the downtown.	This effort should be part of the Master Plan discussed above.	An approved Downtown Master Plan. Approved final plans and construction documents.	Town staff, staholders, community, Landscape Architect consultant, marketing consultant.													
Wellington is a cyclist destination, but lacks good connections to trails.	Promote bike trails connecting northern and southern developments to downtown and to regional trial systems.	To enhance biking trails,and improve access to downtown Wellington. To attract regional cyclists.	Select a trails planning consultant and identify those trail segments that need to be completed. Develop a Trails Master Plan and Phasing Plan. Identify funding sources. Completed Construction Plans and Documents. Construct the new trail segments.	An approved Trails Master Plan and approved construction plans and documents. Acquire funding. Completed trail segments.	Town staff, representatives from the biking community, stakeholders, planning consultant, CDOT, funding sources.													
Clevelend Avenue (Colorado Highway 1) experiences a high volume of traffic – including heavy truck traffic - that makes the downtown uninviting and dangerous for pedestrians.	Wellington Town staff should work with the County and Colorado Department of Highways (CDOT) to improve Owl Canyon Road (County Road 70) from I-25 west, tying it into US Highway 287; or improve Owl Canyon Road west to Terry Lake Road (County Road 15), and Terry Lake Road south to Colorado 1 and designate it as a truck route so that a more appealing option is created for truck drivers than driving through Wellington on Cleveland Avenue.	To reduce heavy truck traffic through the downtown core area.	Select a transportation planning/engineering consultant. Identify alternative routes. Coordinate with CDOT and select an approved "truck route." Select a highway enginerring consultant and design proposed improvements (and develop a phasing plan). After CDOT has approved the improvement plans and construction documents, put project out to bid and select a construction contractor. Constrcut improvements.	An approved truck route. Final plans and construction documents. Constrcution of the Truck Route improvements.	Town staff, County sttaff, CDOT, Transportation planning/engineering consultant, Design Engineering consultant, community, stakeholders, representatives from the trucking industry.													
	Incorporate traffic calming elements on Cleveland Avenue through the downtown such as bump-outs at cross walks, narrower traffic lanes, pedestrian crossing signals, and possibly a roundabout at Cleveland Avenue and 6th Street.	To reduce heavy truck traffic through the downtown core area.	This effort should be part of the Master Plan discussed above.	An approved Downtown Master Plan. Approved final plans and construction documents.	Town staff, representatives from the biking community,planning consultant, CDOT.													

Community: Wellington

Project: Downtown Commercial District

Plan Start Date : May-14

Observation	Recommendation	Objective	Tasks to Reach Objectives	Deliverables	Initiators/Partners/ Stakeholders/ Expertise Needed	Planning Months Out: 1 - 3 (May-14)	4 - 6 (August-14)	7 - 9 (November-14)	10 - 12 (February-15)	13 - 15 (May-15)	16 - 18 (August-15)	19 - 21 (November-15)	22 - 23 (February-16)	24 - 25 (May-16)	27 - 28 (August-16)	30 - 31 (November-16)	32 - 34 (February-17)	35 - 36 (May-17)
Funding Mechanisms																		
Significant infrastructure costs for downtown corridor.	Explore long term funding solutions for downtown infrastructure needs.	Initiate storm drainage project.	Apply for Tier 1 DOLA grant to pay for creation of formal Storm Drainage Plan.	DOLA Application (April/August) & Storm Drainage Plan.	Town.	■	■	■	■	■								
		Secure financing for Storm Drainage Plan.	Apply for Tier 2/3 DOLA grant to pay for portion of project costs.	DOLA Applicatoin & Plan of Finance.	Town.					■	■							
		Secure financing for Storm Drainage Plan.	Explore subsidized/low interest financing.	Applications to Colorado Water Conservation Board, USDA Rural Development.	Town, municipal financial advisor/investment banker.					■	■	■						
While planning long term infrastructure needs, alternative funding may assist with short term improvemnts.	Identify short term funding sources to initiate small, but impactful downtown improvements.	Establish vendor and/or booth fees for Town's public events.	Meet with event organizers, Town officials, business owners to determine fees.	Adopted fee structure by Town.	Community Activities Committee (CAC), Town officials, downtown corridor participants.		■	■										
		Establish funding support from Town.	Meeting between CAC, business leaders and Town officials to ear mark busines license fee revenues and potential general fund support.	Adopted ordinance syphoning a portion of business licence fees/general fund support.	Community Activities Committee (CAC), Town officials, downtown corridor participants.		■	■										
		Identify 2-3 grant opportunities.	Meeting between CAC, business leaders and downtwon corridor particpants to determine point person(s)/stakeholders for exploring opportunities. Grant point people explore opportunities with Colorado Tourism Office grants, Rural Business Opportunity Grants, Commnuity Development Block Grants, Great Outdoors Colorado (GOCO).	Grant applications.	Community Activities Committee (CAC), Town officials, downtown corridor participants.	■	■	■	■									
With infrastructure and short term improvements in place, long term development needs require funding.	Identify funding sources for long term downtwon development needs.	Identify 2-3 long term funding sources.	Meeting between CAC and downtown corridor participants to share known sources and success stories. Discuss proposed boundaries and potential taxing of DDA or similar improvement district.	Formal recommendations presented to Town. Mile High Community Loan Fund may be an attractive alterntative - not as time/cost consuming as improvement district - in attractive new business.	Community Activities Committee (CAC), Town officials, downtown corridor participants.							■	■	■	■	■	■	■

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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

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- 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.

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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

PROMOTION

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

DESIGN

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

ECONOMIC RESTRUCTURING

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

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Stake Holder Analysis

Steps:

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

Stakeholder for Project	Stake or Interest	Supportive of Project		Relative Importance	Potential Contribution or Withholding	Approach/Responsible
		Yes	No			

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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!

Stakeholder Groups → **Volunteer Source** (***individual or organization***) ↓	**Business Owners**	**Property Owners**	**Neighborhood Residents**	**Government**	**Media**	**Utilities**	**Civic Groups**	**Youth/Schools**	**Preservationists**	**Financial Institutions**	**Religious Organizations**	**Design Professionals**	**Institutions**	**Community/ Economic Dev. Organizations**

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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!

Stakeholder groups → / Projects/Events ↓														
Project Name…														
Project Name…														
Project Name…														
Project Name…														
Project Name…														
Project Name…														
Project Name…														
Project Name…														
Project Name…														

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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.

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

Primary Demographic Groups 1.Local 2.Surrounding Area 3.Regional 4.Larger area

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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.

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

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Basic Responsibilities of Nonprofit Boards[1]

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. LIST EVENTS HERE

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

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

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

Finances: Directors must assure financial responsibility by:

- Approving the annual budget and overseeing adherence to it.
- Contracting for an independent audit.
- Controlling the investment policies and management of capital or reserve funds.

Development: Actively participate in fundraising, development and/or membership campaigns including:

- Participating in the process of securing sponsorships for programs and events each year;
- Identifying and soliciting support to achieve the organization's annual fundraising goals; and
- Actively participating in cultivating membership or investors when necessary.

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

Ways in which a board member may contribute to the organization:

- Pay annual dues;
- Sponsor or bring in sponsorship(s) for annual events, identify participants for awards programs, etc.;
- Sponsor new member(s)/investor(s);
- Conduct training, workshops or other informational meetings;
- 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 data base, providing printing and/or design services or volunteering to help staff the conference;

EVERY BIT HELPS!

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

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

Growing pains: As an organization evolves from startup to growth toward maturity, the responsibilities and character of its board of directors will evolve as well. Challenges that may come with growth include:

- Weaning directors away from involvement in operations and management.
- Addressing the needs and problems of a large staff.
- Bringing aboard new people and new ideas.

Board Officer Job Descriptions[2]

Basic Board Member Job Description

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

Board President Job Description

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

2 The following descriptions were adapted from materials from BoardSource

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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.

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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

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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.

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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

	Does not meet	Meets	Exceeds	Far Exceeds
Project/Event Management				
Donor/Member Relations				
Support to the Board of Directors				
Support to the Committees				
Public Relations/Outreach				
Other:				
Other:				
Other:				
Other:				

II. Comments about Staff Performance

III. Identify staff's greatest contributions to MAIN STREET during the past year.

IV. Identify any areas of performance which need improvement:

V. SIGNATURES: I have reviewed this document and have discussed the contents with the Main Street executive committee. My signature means that I have been advised of my performance evaluation and does not necessarily imply that I agree with this evaluation.

Employee Date President Date

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Name: **Title:**

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

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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 Hardorck 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).[3]

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.[4]

Applying for AmeriCorps VISTA requires a two-step process:

[3] http://www.hardrockteam.org/
[4] http://www.americorps.gov/for_organizations/apply/vista.asp

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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);

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Best and Brightest[5]

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.

[5] The Cathy Shipley "BEST and the BRIGHTEST" Internship Program Overview

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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 Power Point. 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.

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 Power Point; 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.

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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 Power Point; 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.

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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:_____

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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)
- Standards for the treatment of historic properties: http://www.nps.gov/hps/tps/standguide/
- Main Street Solution Center (Must be a member of the National Trust for Historic Preservation to access): http://www.preservationnation.org/main-street/resources/
- A step-by-step guide to a market analysis: http://fyi.uwex.edu/downtown-market-analysis/

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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.

Leadership Position	Name	Time remaining in term	Who will replace them?	Is the successor confirmed?	Necessary next steps to ensure a smooth transition
President/Chair					
Vice President/Chair					
Secretary					
Treasurer					
Design Committee Chair					
Organization Committee Chair					
E.R. Committee Chair					
Promo. Committee Chair					
Significant Business 1.					
Significant Business 2.					
Other:					
Other:					

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	COMMUNICATIONS STRATEGIES				
AUDIENCES	**Everyone *(Bare**	**Website** ▪ Create one website for communities/downtown to market. Consider something clever. ▪ Websites are among today's most important tools for communicating	**Social Media** ▪ 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?	**Marketing/ Advertising** ▪ Create well established identity and package for branding ▪ Engage the communities in the role out of a joint marketing campaign	**Special Events** ▪ Concentrate on year-round activation with emphasis on shoulder seasons
	Community Members	▪ Community events calendar ▪ Community news and projects ▪ Community resources ▪ Community business listings ▪ Newsletter opt-in	▪ Facebook	▪ Shop Local campaign ▪ Standard window posters, in restaurant table tents or placemats, etc. ▪ Bill stuffers to promote community events and business ▪ Community member discount cards	▪ 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
	Day-cation Visitors	▪ What do they need to plan a trip for a day? ▪ Package experiences/ build an itinerary ▪ Maps (of businesses, historical trails & walks, recreational amenities, etc.)	▪ "Twisitor Center" – visitors can send in questions about the community via Twitter and get responses	▪ Target marketing to key visitor areas (via ads/ billboards), tour bus groups, etc. ▪ Printed map(s) ▪ Strengthen Visitor's Center?	▪ Event series released in advance with cooperative ideas ▪ Unique experiences at camps for day visitors ▪ Bring people to town for the day or evening
	Destination Visitors	▪ Vacation planner ▪ Lodging resources in the region ▪ Links to other visitor sites	▪ Flickr (gorgeous pictures of the town or view)	▪ Targeted viral marketing for key interest groups ▪ Visitor Info Packet	
	Business Owners/ Investors/ Entrepreneurs	▪ Data about communities to encourage new business development ▪ Package "doing business" information	▪ Training to diversity with online businesses ▪ Social media training for businesses, link them to main website	▪ Market free business training & support (i.e. merchandising, basic customer service and hospitality training) ▪ Focus on consistent weekend hours ▪ Business Plan Contest ▪ Package "doing business" information for print	▪ Signature event as business development strategy
	Orgs (Govt, Chamber, Non-Profits, etc.)	▪ Common place to post info about projects, community news	▪ All use same tools (one go to place for community to find latest news)	▪ Create and market similar business incentive policies between the two communities	▪ Monthly informal meetings to share info w/& get input from businesses Business planning/entrepreneurs training by SBDC

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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 dicsussions. 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.

<u>Local government (e.g., city and county officials):</u> • 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	<u>Business owners:</u> • 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 • Visit in person • Ask to leave flyers for customers
<u>Other local government and organizations</u> (e.g., police departments, school district, library district, chamber of	<u>Local newspapers:</u>

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	• Send a press release • Contact a reporter to promote the downtown assessment visit prior to the day and to cover the story the day of the event • Contact the calendar editor to have it published in the calendar online and in print • Place an announcement in the paper

<u>Local radio:</u>
• Send a press release
• Contact station producer to ask if they will interview a community spokesperson about the upcoming event
  ○ Be sure to provide the station producer with a list of questions to ask interviewee
  ○ Be sure to provide the interviewee with the same list of questions AND the answers
• Ask the radio station to post information on its website
	Local television:
	• Send a press release
	• Contact a reporter to promote the meeting prior to the day and to cover the story the day of the event
	  ○ Be sure to provide the station producer with a list of questions to ask interviewee
	  ○ Be sure to provide the interviewee with the same list of questions AND the answers
	• Ask the TV station to post information on its website

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

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.

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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

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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_____

_____

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Desired result

_____ # of attendees to the event _____Story in the media _____Internal communication _____Fundraising

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

- ☐ Organizagional
- ☐ 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–-

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- 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:

Week 1	
Downtown Business Name	**Day of Promo**
____ Restaurant	Monday
____ Store	Wednesday
____ Salon	Friday
Week 2	
____ Restaurant or Store	Monday
____ Service	Wednesday
____ Service Organization	Friday

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) 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

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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.)

Metro Denver
Economic Development Corporation

CODE OF ETHICS

INTRODUCTION

The Metro Denver Economic Development Corporation (Metro Denver EDC) is committed to the economic development and growth of the metro Denver region. The EDC brings together the interests of a broad range of public, private, and public/private groups to promote the metro Denver area as a single economic entity. The collaboration of such a variety of groups and interests requires that certain standards of conduct must be developed and adhered to for the Metro Denver EDC to meet its goal. This Code of Ethics represents the standards that each member of the Metro Denver EDC supports and practices in its daily conduct of business.

PREAMBLE

We, the members of the Metro Denver EDC, set forth the following principles of behavior and standards of conduct to guide efforts in promoting the long-term economic health of the metro Denver community. We fully realize that no Code of Ethics is of value without an inherent level of trust in the integrity of one another and a commitment from each of us to conduct ourselves at the highest levels of professional conduct. The Metro Denver EDC was founded on the respect and trust of its members. In that spirit, we set forth this Code of Ethics.

- We are committed to the promotion of metro Denver as a desirable business location for new and expanding companies. When representing the Metro Denver EDC, we shall endeavor to sell "Metro Denver First" and our individual communities and projects second.
- We shall honor the confidentiality requested by both our fellow members of the Metro Denver EDC and our prospects. Information shared with our fellow members in confidence shall remain in confidence. Transactions are to be driven by the client. In the event a company chooses to relocate from one community to another, every effort will be made to contact the affected community to let them know of the potential move. Violation of this commitment shall be viewed as the single most serious breach of our membership pledge to the Metro Denver EDC.
- We are committed to the concept of competition for locations and expansions among our individual communities and projects, provided that the prospect has asked for specific proposals or has settled on a metro Denver location.
- At no time shall any member of the Metro Denver EDC solicit a fellow member's prospects.
- We are committed to working together with the real estate community and are in no way in direct competition with them. Economic developers are a resource and facilitator in the site selection process.
- We are committed to sharing among our membership as much information as is necessary and prudent on any activity undertaken by or in the name of the Metro Denver EDC. Our guiding principle shall be that "more information is better than less."
- At no time shall any economic development organization member of the Metro Denver EDC advertise or promote its respective area to companies within another member's geographic area in a manner that is derogatory or insulting to the other geographic area. "Selling against" another member of the Metro Denver EDC or another Colorado community, or direct solicitation of intrastate relocations, is strongly discouraged.
- We are committed to locating prospects in the metro Denver region. In the event that our local jurisdictions cannot meet the needs of a particular prospect we shall communicate with our fellow members in an effort to meet the company's needs elsewhere in the metro Denver area.
- Economic development organizations shall hold all site and building information provided to the Metro Denver EDC by member real estate brokerage firms in the strictest confidence. Said information shall not be printed, copied, and shown in any manner to any entity other than prospects or their direct representatives.

CONFIDENTIALITY OF PROSPECTS

In all instances members of the Metro Denver EDC shall honor the confidentiality of individual prospects. Whenever possible, specific information on particular transactions shall be shared within the realm of the Metro Denver EDC and the Governor's Office of Economic Development and International Trade. In those instances where prospects are dealing with individual communities, information will only be shared by Metro Denver EDC staff and the local ED representatives involved.

In instances, where a prospect wishes to remain completely confidential with an individual community, the remaining members of the Metro Denver EDC shall honor that confidentiality and shall in no way attempt to intervene in the relationship. The prospect will remain confidential until the prospect chooses to announce.

MARKETING

Any member of the Metro Denver EDC that develops a prospect generated from national advertising and tradeshows sponsored by the Metro Denver EDC shall utilize the "Prospect Tracking System" of the Metro Denver EDC in all contacts with the respective prospect.

Members are strongly discouraged from advertising in local media outside of their own market area.

(November 2004)

CITY OF ARVADA

Core Competencies and Values

The Executive Management Team, with the help from a group of employees at varied levels in the organization, worked to identify Core Competencies to be used to describe the people who work for the City of Arvada. The final version of the Core Competencies was approved in February 2007. These Core Competencies work in conjunction with the City's Value Statements. The Values describe the way we work and the Core Competencies describe the basic character traits and innate capabilities we seek in our employees.

Values

- ✓ Professionalism
- ✓ Accountability
- ✓ Open Communication
- ✓ Respect
- ✓ Innovation
- ✓ Integrity
- ✓ Community
- ✓ Personal and Professional Enrichment

Core Competencies

- ✓ Effectively Manages Relationships
- ✓ Communicates Effectively
- ✓ Demonstrates Leadership
- ✓ Is Self Aware
- ✓ Demonstrates Ethics and Integrity
- ✓ Demonstrates Problem Solving and Decision Making Skills

Several new projects or initiatives will bring focus and clarity to the Core Competencies. These are our way of putting the words into action. One project is an update and revision to the performance appraisal process, another is a project to help departments and divisions define performance measurements for internal and external services or processes.

A complete list of the Core Competencies is shown on back.

Core Competencies

"Whether someone is the "right person" has more to do with the character traits and innate capabilities than with specific knowledge, background, or skills."
Good to Great by Jim Collins

- ✓ ***Effectively Manages Relationships***
  - Relates to all individuals tactfully, from front line to top executive
  - Draws out the best in people
  - Acts decisively when faced with tough decisions
  - Acts fairly
  - Allows talented people to do their jobs
  - Recognizes individual contributions
  - Encourages and praises others
  - Recognizes and utilizes untapped talents
  - Establishes strong collaborative relationships
  - Seeks solutions that benefit the whole rather than the individual
  - Hires well
- ✓ ***Communicates Effectively***
  - Encourages direct and open discussions about all issues
  - Clearly articulates all areas and all subjects
  - Listens to individuals at all levels
  - Listens whether things are good or otherwise
  - Is willing to speak up
- ✓ ***Demonstrates Leadership***
  - Exhibits a positive, open, and realistic view, even in the face of adversity
  - Promotes strategic view and vision consistent with the City's mission
  - Acts as a role model
  - Is flexible and adaptive when dealing with others
  - Acknowledges and values different backgrounds and perspectives
  - Pursues, responds to, and uses feedback effectively
- ✓ ***Is Self Aware***
  - Uses humor appropriately and has a positive sense of themselves
  - Listens to new ideas and methods
  - Appropriately prioritizes tasks based on organizational objectives
  - Accepts responsibility for actions and words
  - Is self disciplined and energetic
  - Balances life and work
- ✓ ***Demonstrates Ethics and Integrity***
  - Is consistently truthful, honest, and trustworthy
  - Is consistently accountable for words and actions
  - Is consistently approachable
  - Exemplifies honor
- ✓ ***Demonstrates Problem Solving and Decision Making Skills***
  - Looks beneath the surface, tests the validity of information
  - Analyzes complex situation and can reduce it to the simplest terms
  - Appropriately observes people, events, and things
  - Develops solutions that effectively address obvious underlying problems
  - Seeks opportunities and identifies threads and trends
  - Shows good judgment in decision making
  - Willing to disagree and still commit
  - Offers innovative ideas
  - Acts when others hesitate
  - Takes calculated risks when it is in the best interest of the organization
  - Gathers information to make decisions

Downtown Colorado, Inc.

Wellington Downtown Assessment
February 24-25, 2014

Downtown Assessment Process

Wellington

Downtown Colorado, Inc.

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

Membership	Education	Tech Assistance
Advocacy & Information Current Events Legislation Referrals Research Job Announcements	20 Events: Annual Conference Issue Forums Downtown Institute	Downtown Assessments, Facilitated & Panel Discussions, Community Activation, and more

Wellington

Team Members

Troy Bernberg, UMB Bank
Katherine Correll, Downtown Colorado, Inc.
Karen Current, DHM Design
Hazel Hartbarger, Arvada Economic Development Association
Shay Ives, Department of Local Affairs
Michael Hussey, Nolte Vertical Five
Nathan Owens, Downtown Colorado, Inc. Volunteer
Jamie Shapiro, Downtown Colorado, Inc.
Mike Tupa, UCD Technical Assistance Program

Wellington

Why Downtown?

Wellington

Thank you participants!

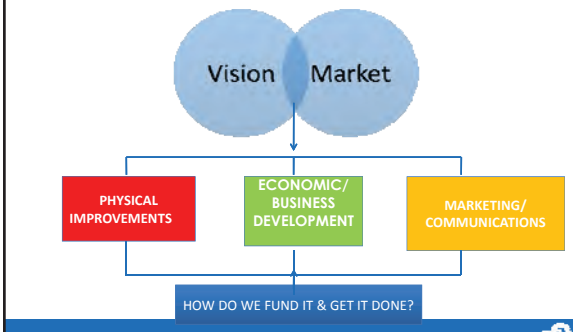
- Boys and Girls Clubs of Larimer County
- Colorado Department of Transportation
- Eyestone Elementary School
- Larimer County
- Larimer County Sheriff's Department
- Rice Elementary School
- River of Life Fellowship
- Wellington Fire Department
- Poudre R-1 School District
- Town of Wellington
- Wellington Business Owners
- Wellington Chamber of Commerce
- Wellington Community Activities Committee
- Wellington Fire Department
- Wellington Methodist Church
- Wellington Middle School
- Wellington Planning
- Wellington Residents

Wellington

..and thank you to our hosts and sponsors!

Town of Wellington
Wellington Chamber of Commerce
Wellington Main Street Committee

Wellington



Wellington

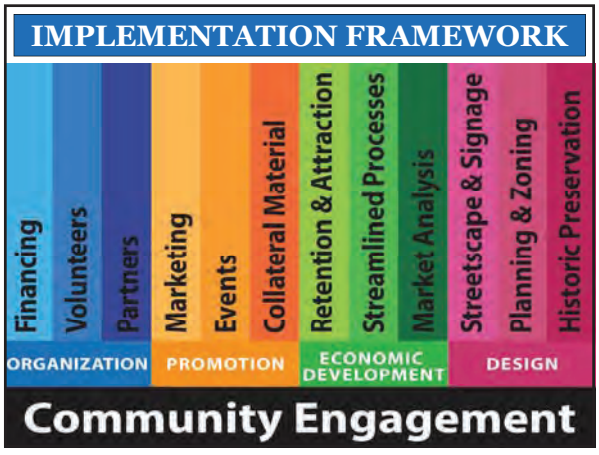
Focus Group Observations

- There is an abundance of community pride and spirit.
- Infrastructure dictates economic development and physical improvements.
- 33% of downtown is vacant properties.
- 53 property owners between railroad and 6th street.
- Great access to Interstate, railroad, and internet.
- Currently there is more parking than you have need.
- Residents love Wellington's small town feel and community atmosphere.
- Much of the truck traffic on Cleveland is through traffic that doesn't stop.
- Population appears to be growing over the next ten years.
- Wellington is seen as a bedroom community for Fort Collins.
- There is a need for more youth activities and engagement.
- Downtown restaurants are very popular; there is demand for additional restaurants, especially a Chinese restaurant.
- Fantastic school system!

Wellington

Let your intentions inform your actions and not the reverse.

Wellington



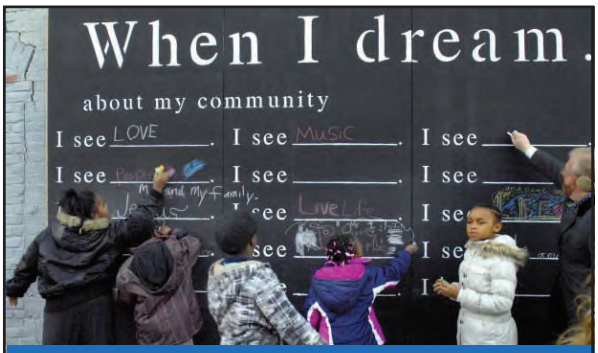
What did the team suggest?

Communication

Partnerships

Strategic Collaboration.

Wellington



Communication

"The single biggest problem in communication is the illusion that it has taken place."
George Bernard Shaw

Recommendation: Develop collaborative approach to communicating opportunities

- Expand on the Chamber list of volunteer opportunities and town commissions with example projects and an online presence.
- Regular posting location where every entity in town can post their events (Facebook or Nextdoor.com).
- Synchronize a weekly newsletter by the city and distributed in schools, HOAs, Churches, downtown businesses, hotels, Colorado Connection, etc.

Wellington

Observation: There appears to be a lack of awareness of the great work that is going on amongst the active groups in town.

Recommendation: Identify all groups' objectives and streamline communication for groups working in Wellington to increase impact for the work that each group is hoping to accomplish.

Wellington

Recommendation: Create regular dialogue between groups working in similar areas

Youth:

- Youth service groups, schools, and identifying facilities and venues for programming or youth and young families.

Churches: Ministerial Alliance should be reinstituted.

- Perhaps use the community choir to build connections.
- Consider a common sermon a couple times a year e.g. Community Engagement around the clean up day.

Wellington

Stakeholder Communication

Stakeholder Group	Message	Frequency
53 property owners between railroad and 6th street	Changes today benefit you. Engage.	Monthly
Economic development partners	Outline our roles to have a larger impact.	Monthly
Organizations that communicate with populations (HOAs, Schools, Senior Groups, etc.)	Post your news and we will synchronize it share it.	Daily/Weekly
Church Groups	Let's activate all groups for a common community project .	Semi-Annually
Youth	You are valuable citizens and you are empowered to lead.	Every day!

Wellington

Observation: CDOT appears to be open to ideas and collaboration with Wellington moving forward.

Recommendations:

- Utilize concept plans and studies to create a proposal for CDOT.
- Communicate with them as often as possible.

Wellington

Observation: North Forty News is a great monthly newspaper.

Recommendations:

- Create and maintain a Facebook page.
- Create uniform communication about events.
- Post in restaurants and on community calendars.
- Support investment-attraction strategies by ongoing, frequent communications utilizing a variety of online channels.

Wellington

Observation: There is not a clearly identified focus, geographic area, resources, or description for downtown development.

Recommendations:

- Define and communicate the focus area within the downtown boundary for the next three years.
- Define a smaller downtown area to focus improvements to establish a core area.
- Create a Town Trustee statement of priority to the downtown.
- Continue to focus on creation and implementation of work plans and building a community-wide implementation process.

Wellington

Observation: There is a strong demand for additional education options.

Recommendations:

- Consider a long term communication approach to encourage a high school in Wellington.
- Further investigate the possibility of a vocational school to train people in welding, agricultural skills, electrician skills, plumbing, construction, and the trades.

Wellington

Observation: Chamber of Commerce is a driving force in Wellington's downtown development.

Recommendation: As a Main Street, one entity will need to represent all businesses in the town.

The Chamber of Commerce could consider an investor model to represent all business in the community, and primary funding could come from events, or other fundraising methods.

Wellington

Resource Management
Collaboration
Volunteer Recruiting & Management
Fundraising

"The community stagnates without the impulse of the individual. The impulse dies away without the sympathy of the community."
William James

Organization

Observation: Wellington has a very strong commitment to youth, excellent schools and bright young people who seek opportunities for involvement or adequate activities.

Recommendations:

- Create a youth advisory committee to empower youth.
- Consider student art displayed at special events, local businesses, public places.
- Involve youth in events and volunteer opportunities through Boys and Girls Club, church youth groups, after school programs, etc.
- Consider working with LiveWell Colorado and GOCO to improve biking and exercise opportunities.

Wellington

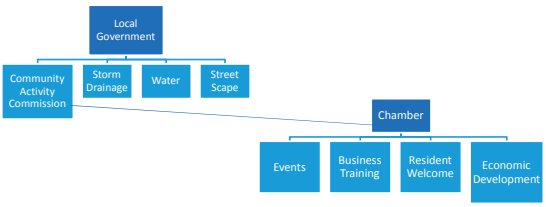
Observation: Wellington has a number of volunteer opportunities, and a number of groups looking for engagement and opportunities.

Recommendations:

- Centralize volunteer management, including the development of job descriptions and one clearing house for volunteer opportunities.
- Consider a citizens academy to educate citizens on what they should do as citizens and how they can be involved.

Wellington

Wellington Structure



Wellington

Observation: Wellington will have costs for organization and infrastructure costs for its downtown redevelopment.

Recommendations:

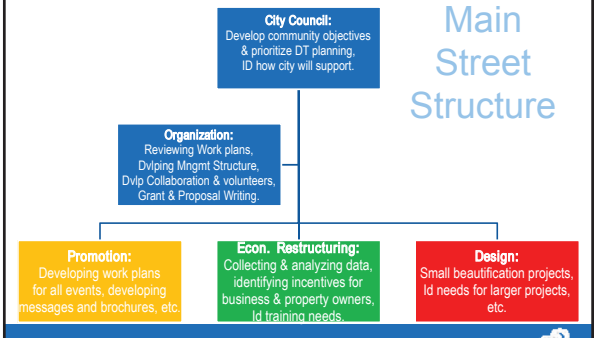
- Consider diversifying funding streams.
- Continue discussion of forming a Downtown Development Authority (DDA)
- A DDA may provide sustainable resources and funding.
- Main Street can provide some resources and guidance.

Wellington

	Business Improvement District (BID)	Downtown Development Authority (DDA)	Urban Renewal Authority(URA)	Community Development Corp. (CDC)	Colorado Main Street
Background/ Summary	Quasi-municipal organization is a subdivision of the state. All property assessed in a BID must be commercial. Boundary may or may not be contiguous.	Quasi-municipal corporation which is intended to halt or prevent deterioration of property values or structures in Central Business District.	Established to eliminate blighted areas for development or redevelopment by purchasing, rehabilitating and selling land for development.	Non-profit community organization with public/private orientation. Usually 501(C)(3)	Volunteer driven model with paid staff usually housed in a non-profit. Can be housed in another organization or be a 501(C)(3), 501(C) (6), or 501 (c) (4)
Focus	Management, Marketing, Advocacy, Economic Development. (Can issue bonds for capital improvements.)	Real Estate Development, Infrastructure, Operations.	Real Estate Development, Rehab Financing, Infrastructure.	Oriented to advance real estate and business development. Provides planning and project development services.	Uses Four Point Approach: Organization, Promotion, Economic Restructuring, and Design.
Pros/Cons	Very flexible entity that can finance improvements and provide services. Can issue bonds.	Ability to finance improvements and provide services; can generate mil levy and TIF increment. Needs approval from other county entities to collect increment.	Can generate sales and/or tax increment to finance future development. Increment needs approval from county entities; can be controversial.	Facilitator and problem solver for otherwise challenging projects There is no financing built in. Requires staff and volunteer focus on contributions, grants, fees and earned income	Serves as a champion and umbrella for everything that impacts the commercial district; enhances and data collection and reporting for all stakeholder groups Relies heavily on volunteers. There is no financing built in.

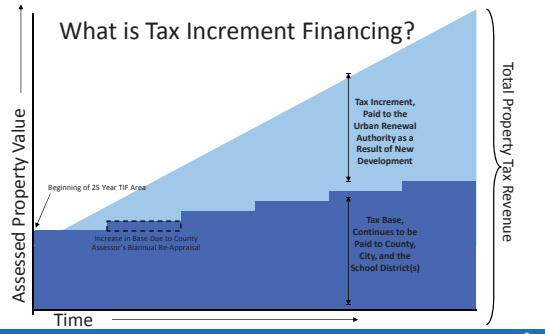
Wellington

Main Street Structure

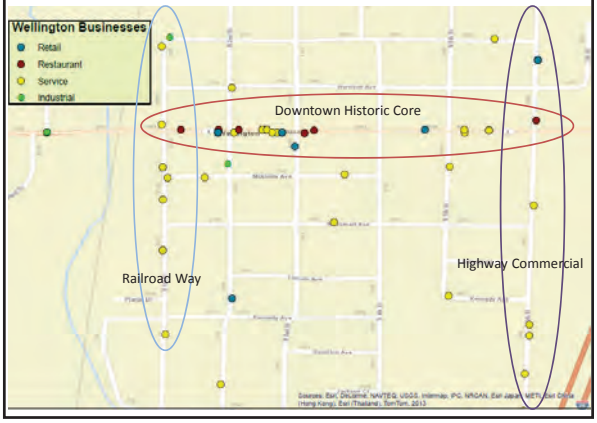


Wellington

What is Tax Increment Financing?



Wellington



Railroad Way

Agricultural and industrial building forms used by a variety of services and industrial business types with potential accessory retail or restaurant uses.

- Larger setbacks
- Individual parking areas
- Oriented more to vehicles than pedestrians
- Older industrial and agricultural buildings

Downtown Historic Core

The historic "Main Street" that is oriented toward pedestrian activity with clustered retail, restaurant and service businesses.

- Small or no setbacks
- 1-2 stories
- Pedestrian oriented
- Older/existing buildings with new buildings that fit into the existing fabric
- Transparent and welcoming facades

Marketing & Promotions

Highway Commercial

Typical highway oriented businesses that attract quick users with commonly identifiable businesses and buildings forms.

- Newer buildings based on standard recognizable business models
- Larger setbacks
- Auto oriented

Observation: Wellington is home to several destination businesses and several well attended regional festivals, but lacks the feeling of a destination community.

Recommendations:

- Build on destination businesses.
- Take advantage of partnerships and. umbrella branding strategies.
- Brand Wellington as a destination.
- Create cross promotional events.
- Focus on image building.

Wellington

Observation: Your locals are your greatest asset.

Recommendations:

- Engage, inform and inspire.
- Consider a 3/50 campaign.
- Differentiate yourselves not by looking at your places but at your people .
- Look for connectivity points.
- Focus on evenings, winter, and young people.

Wellington

Observation: Wellington hosts several successful events throughout the year, and could build on those events in such a way that their visibility and consistency creates momentum across the board.

Recommendations:

- Audit your events and look for holes.
- Use vacant land downtown.
- Consider events for specific demographics.
- Embrace events that aren't specifically sponsored by the Town or Chamber.
- Consider quality over quantity.

Wellington

Strategic Events Objectives

Event	Kid	Young Families	Partners	Retail Support	Teen	Downtown	Fundraiser	Music	Food
Valentines Introductory Square Dance	x	x	x		x	x	x	x	x
Easter Egg Hunt	x	x	x	x		x			x
9 Health Fair			x	x		x		x	x
5k Race	x	x	x		x	x		x	x
Townwide Garage Sale	x	x	x		x	x			
July 4th Parade	x	x	x	x	x	x		x	x
Movies in the Park	x	x	x	x	x	x	x		x
Harvest Days Fair	x	x	x	x	x	x		x	x
Farm Maze	x	x	x		x				x
Halloween Trick or Treat Down Main	x	x	x	x		x			
Holiday Craft Fair/Parade of Lights	x	x	x	x	x	x		x	x

Wellington

Observation: The community used words like "dingy" and "unkempt" to describe certain areas of the Town. Your image is something that needs maintained on a regular basis.

Recommendations:

- Host a "Spring Fling" clean up.
- Let the businesses cooperate to do the planning.

Wellington

Strategic Events Calendar

Event	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec
Valentines Introductory Square Dance		x										
Easter Egg Hunt				x								
9 Health Fair				x								
5k Race					x							
Townwide Garage Sale						x						
July 4th Parade							x					
Movies in the Park							x	x				
Harvest Days Fair									x			
Halloween Trick or Treat Down Main										x		
Holiday Craft Fair/Parade of Lights												x

Wellington

Observation: Wellington lacks a compelling and unified brand slogan and identity.

Recommendations:

- Capitalize on the connections between place, industries, local resources and the local-regional economy.
- Don't confuse the process (brand) with the thing (logo).

Wellington

Observation: Wellington lacks a compelling and unified brand slogan and identity.

Colorado's Northern Gateway

A Great Place To Grow

Heritage. Heart. Hometown.

Recommendations:

- Develop a color scheme and brand that the community can rally behind.
- Consider rethinking your tagline.
- Remember the need for balance between your downtown and the broader community.

Wellington

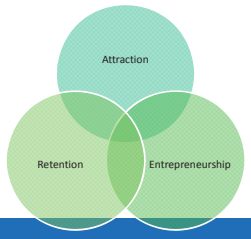
Observations: Cleveland Avenue has a few key destination businesses.

Recommendations:

- Establish an economic development committee, with representatives from the City, Chamber of Commerce, and other stakeholders.
- Develop a strategic plan to attract new targeted businesses, retain and support existing businesses, and market the community.

Wellington

Observation: Wellington has great marketing materials that speak to potential and current residents about opportunities, but nothing that is designed to attract new businesses or retain current businesses along Cleveland Avenue.



Recommendations:

- Create a package to attract specific businesses
- Distribute to all who have incentives to help you sell the idea
- Focus on people and tell the story of their success

Wellington

Recommendations:

- Quantify existing businesses, determine number of employees in each, plot geographic locations.
- Begin systematic retention visits.
- Consider developing an ombudsman service approach to work with the Town as an advocate for business

Wellington

Growing jobs, increasing revenue through sales tax and capital investment, and supporting existing businesses.

Economic Development

"Success is not final, failure is not fatal: it is the courage to continue that counts." Winston Churchill

Recommendations:

- Identify strategic partners to leverage funds and staff time resources. This could include Northern Colorado Economic Development Corporation (NCEDC), State of Colorado OEDIT, CSU services, SBDC, etc.
- Consider creating a real estate package and communication outreach list featuring vacant commercial properties and business demand in the community.

Wellington

Recommendations:

- Consider targeting businesses that are desired strongly in the community.
- For example: pet supply stores, office supply store offering other office services, home improvement store, auto parts stores, bike store, services that support agricultural and dairy farms, and industrial support businesses.

Wellington

Evolution of Downtowns

–From Residential

–To Retail

–To Downtown District

Wellington

Observation: Wellington could better highlight economic drivers.

Recommendations:

- Create an annual program to highlight iconic businesses and champions for downtown Wellington.
- Host a community-wide training or presentation on what economic development means and how everyone in the town can play a part to help.

Wellington

Wellington

Enhancing the unique functional and visual quality of downtown by addressing all design elements that create an appealing environment.

Design

"A rock pile ceases to be a rock pile the moment a single man contemplates it, bearing within him the image of a cathedral." Anton de Saint-Exupery

Wellington

Wellington

Observation: Downtown core, along Cleveland Ave. between 1st and 6th Streets lacks the business density needed to generate higher levels of activity.

Recommendation: Consider temporary uses on vacant lots downtown. This could include: grass and picnic tables, food trucks, pop up tent stores, etc.

Wellington

Create a network of wayfinding signage

Observation: Location, proximity and character of downtown are not visible after exiting the interstate.

Recommendation: Create a strong gateway arch just west of 6th Street on Cleveland Ave. A second arch may be located at the west end of Cleveland Ave.

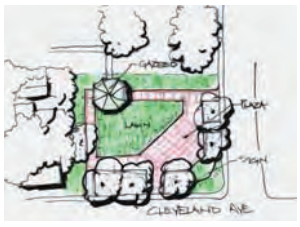
Wellington

Observation: Downtown core, along Cleveland Ave. between 1st and 6th Streets lacks the business density needed to generate higher levels of activity.

Recommendation: Consider temporary uses on vacant lots downtown. This could include: grass and picnic tables, food trucks, pop up tent stores, etc.

Wellington

Observation: The park between 2nd and 3rd is uninviting and not in character with a downtown commercial core.



Recommendation: Park should be redeveloped and possibly include a town square and made more accessible from Cleveland Ave.

Wellington

Recommendation: Look for quick, easy, inexpensive solutions to improve the appearance of Cleveland Avenue.

Wellington

Recommendation: Look for quick, easy, inexpensive solutions to improve the appearance of Cleveland Avenue.

Wellington

Observation: Downtown streetscape is aging and lacks cohesion.

Recommendations:

- Unify downtown streetscape so people know when they have entered downtown.
- This could be as simple as a colored banner.
- Ultimately, improvements would include coordinated street furniture, signage, and streetlights.

Wellington

Observation: Storm drainage on Cleveland Ave. presents a significant problem.

Recommendation: Redo storm drainage infrastructure on Cleveland Ave. This will take a few years, careful planning, and could cost a little over $1 million. Consider public private options for partnering with DOLA, CDOT, EPA or others.

Wellington

Recommendations:

- Each business could adopt a flower pot outside their front door.
- Continue efforts at façade improvements, and partnership with Ace Hardware for paint donations.
- Consider outdoor kiosks to display community art.
- Consider an outdoor graffiti wall or chalk board.
- Develop more specific design guidelines and suggested color palette for Cleveland Avenue.

Wellington

Create a network of wayfinding signage (continued)

Wellington

Observation: It is important to keep as many civic uses on Main Street as possible.

Recommendation: If possible, keep City Hall on Cleveland Avenue and consider expansion on existing site. Purchase vacant lot across the street for new public parking lot.

Wellington

Observation: Great work has been done to put in sidewalks in Wellington. However, sidewalks and bike paths throughout town are incomplete, especially along Cleveland Ave. and in the downtown core.

Recommendations:

- Continue to focus on completing sidewalks along Cleveland Ave. and creating safe routes to schools.
- Shorter term painting projects could delineate bike lanes throughout town.

Wellington

Funding Mechanisms

"Unity is strength…when there is teamwork and collaboration, wonderful things can be achieved."
Mattie Stepanek

Observation: Downtown lacks amenities, spaces and activities for youth and children.

Recommendations:

- Consider redesigning park space in the downtown for all ages.
- Consider what types of businesses and spaces could be created in the downtown—for example, an arcade or bowling alley, and investigate pursuing such opportunities with economic development committee.

Wellington

Observation: Wellington will be faced with high costs to redevelop downtown infrastructure.

Recommendations: Consider new funding sources for short term and long term redevelopment needs of downtown.

- Long term infrastructure needs:
  - DOLA grants/loans for storm drainage plan and wastewater needs respectively.
  - USDA/CWCB loans for water, wastewater improvements.
- Short term solutions:
  - Vendor Fees for special events.
  - Business license fees for chamber of commerce for economic development.
  - Tourism grants.
  - Community development block grants – apply on your own.
  - GOCO.
- Long term development needs: DDA formation

Wellington

Observation: Wellington could be a cyclist destination, but lacks good connections to trails.

Recommendation: Promote bike trails connecting northern and southern developments to downtown and to regional trial systems.

Wellington

Observation: There is a wide spectrum of financing mechanisms to look at when considering the operational and maintenance aspects of downtown revitalization.

Recommendation: Work with DOLA and DCI to identify the needs of the district and the best tool to achieve the results.

Wellington

You have the puzzle pieces! How does Wellington fit together?

Wellington

Action Matrix

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

Wellington

What else is in your tool box?

Wellington

Thank you

For more information contact

Downtown Colorado, Inc. (DCI), 303.282.0625
www.downtowncoloradoinc.org

Wellington

Stakeholder Analysis

Stake holder	Interest	Support (Y/N)	Import (1-5)	Contribution	Approach
Local Gov't (Core Team)	Econ Dev, Planning,	Y	5	Communications, Funding, Zoning, Coordination	(Internal: Direct or thru Dept Heads) Formal: Presentation to City Council
Church or Non-Profit	Ability to pursue grants	Y	3	Info Distribution& Volunteers	Informal: Flyers and email Invitations
Community College	Image Building	N	4	Meeting Space and Volunteers	Formal: Proposal and Presentation
School Administration	Leadership Program	N	3	Info Distribution, Meeting Space & Volunteers	Formal: Letter, Invitation, Meeting

Wellington

Vision Statement: Continuing to Build a Great Community

The Organizational Values describe the way we work and the Core Competencies describe the basic character traits and innate capabilities we seek in our employees.

Organizational Values

Professionalism

We will provide quality service through commitment and responsiveness.

Accountability

We will accept ownership for our actions and decisions.

Open Communication

We will openly listen and share whole and complete information.

Respect

We will value each person for their thoughts, opinions, diversity, and personal needs.

Innovation

We will be solution oriented with flexibility, creativity, and new ideas.

Integrity

We will be truthful, dependable and fair in all actions.

Community

We will work together in a shared responsibility of service.

Personal and Professional Enrichment

We will acknowledge and encourage individual development and personal well being.

Core Competencies

Effectively Manages Relationships

- Relates to all individuals tactfully, from front line to top executive
- Draws out the best in people
- Acts decisively when faced with tough decisions
- Acts fairly
- Allows talented people to do their jobs

- Recognizes individual contributions
- Encourages and praises others
- Recognizes and utilizes untapped talents
- Establishes strong collaborative relationships
- Seeks solutions that benefit the whole rather than the individual
- Hires well

Communicates Effectively

- Encourages direct and open discussions about all issues
- Clearly articulates all areas and all subjects
- Listens to individuals at all levels
- Listens whether things are good or otherwise
- Is willing to speak up

Demonstrates Leadership

- Exhibits a positive, open, and realistic view, even in the face of adversity
- Promotes strategic view and vision consistent with the City's mission
- Acts as a role model
- Is flexible and adaptive when dealing with others
- Acknowledges and values different backgrounds and perspectives
- Pursues, responds to, and uses feedback effectively

Is Self Aware

- Uses humor appropriately and has a positive sense of themselves
- Listens to new ideas and methods
- Appropriately prioritizes tasks based on organizational objectives
- Accepts responsibility for actions and words
- Is self disciplined and energetic
- Balances life and work

Demonstrates Ethics and Integrity

- Is consistently truthful, honest, and trustworthy
- Is consistently accountable for words and actions
- Is consistently approachable
- Exemplifies honor

Demonstrates Problem Solving and Decision Making Skills

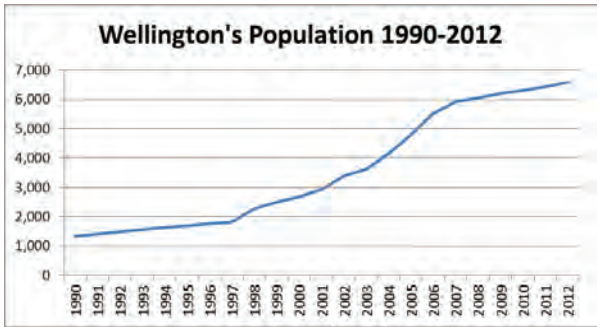
- Looks beneath the surface, tests the validity of information
- Analyzes complex situation and can reduce it to the simplest terms

- Appropriately observes people, events, and things
- Develops solutions that effectively address obvious underlying problems
- Seeks opportunities and identifies threads and trends
- Shows good judgment in decision making
- Willing to disagree and still commit
- Offers innovative ideas
- Acts when others hesitate
- Takes calculated risks when it is in the best interest of the organization
- Gathers information to make decisions

Wellington, Colorado Profile

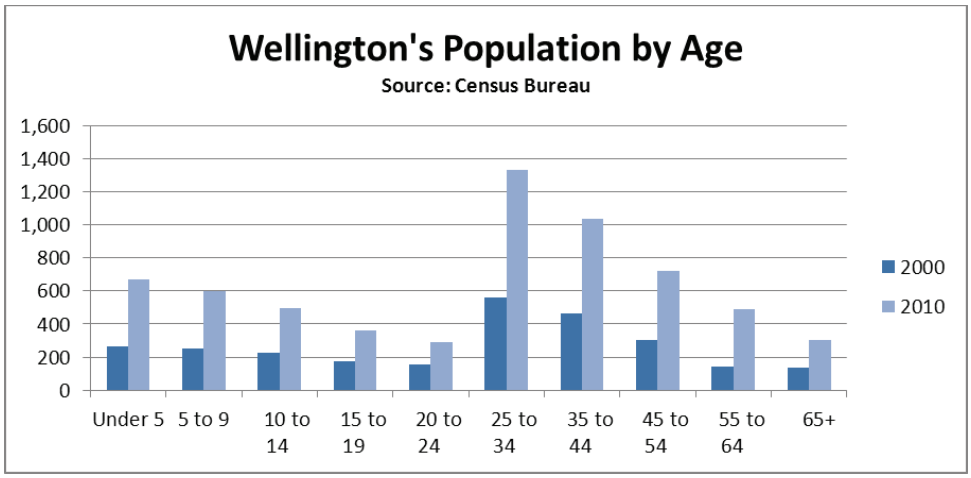
Population Estimates and Forecasts are produced by the State Demography Office and are for a "resident" population. During the 1990s and 2000s Wellington experienced fairly rapid growth rates faster than both the county and state. Since 2010, Wellington's population growth rates have slowed a bit but still remained faster than both the county and state. Since 1990 Wellington's population has increased by almost 400%.

	Population			Annual Ave Growth Rate		
	Wellington	Larimer	Colorado	Wellington	Larimer	Colorado
1990	1,340	186,136	3,294,473			
1995	1,698	221,622	3,811,074	4.8%	3.6%	3.0%
2000	2,682	253,088	4,338,801	9.6%	2.7%	2.6%
2005	4,794	275,873	4,662,534	12.3%	1.7%	1.4%
2010	6,311	300,532	5,049,717	5.7%	1.7%	1.6%
2012	6,576	310,715	5,188,683	2.1%	1.7%	1.4%



Population By Age

Wellington's population by age is shown in the chart to the right for both 2000 and 2010. What can be seen is the large increase for most age groups especially the 25-34 and the increase in the 55-64 year old age group. The growth is spread across all age groups which is fairly unique. The slow growth in the 20-24 shows the outmigration for school or work. The growth in the under 9 age group demonstrates the growth in families with children, also shown by the growth in the 25-44 year olds.



Race and Ethnicity

Wellington is slightly less diverse than the state as a whole but is becoming more diverse over time. The largest growth rate was in the Black or African American race but in absolute terms this represents a very small increase.

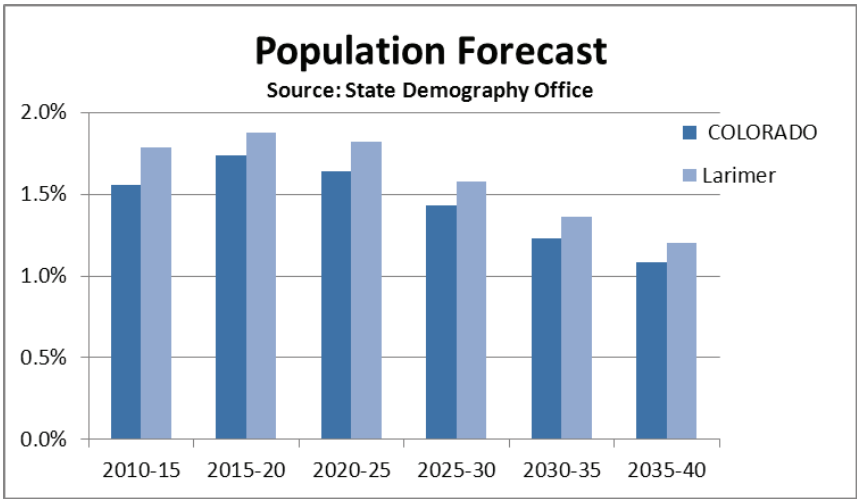
Wellington Population by Race/Ethnicity				
	2000	2010	% Ch	2010 % Total
White alone	2,256	5,232	131.9%	83.2%
Hispanic or Latino (of any race)	324	838	158.6%	13.3%
American Indian & NA	18	28	55.6%	0.4%
Black or African American	7	43	514.3%	0.7%
Asian	18	36	100.0%	0.6%
Hawaiian and Pacific Islander	2	3	50.0%	0.0%
Some other race or 2+	47	109	131.9%	1.7%
Total population	2,672	6,289	135.4%	
Census 2000, 2010				

Population Forecast

The State Demography Office only produces forecasts at the state and county level. Larimer has had faster growth 2010-2012 than the state and is forecast to have faster growth than the state through the forecast horizon. The North Front Range (Larimer and Weld) is forecast to be the fastest growing region in the state. Both Larimer and Weld have diverse economies which helped them to rebound from the recession faster than the rest of the state. Larimer County has been listed in several magazines as a top place in the US to live or retire adding to the growth in the county.

Population Forecast		
	COLORADO	Larimer
2010	5,049,717	300,532
2015	5,456,067	328,390
2020	5,946,128	360,424
2025	6,449,955	394,496
2030	6,926,150	426,691
2035	7,363,604	456,634
2040	7,772,466	484,787

Source: State Demography Office



Housing

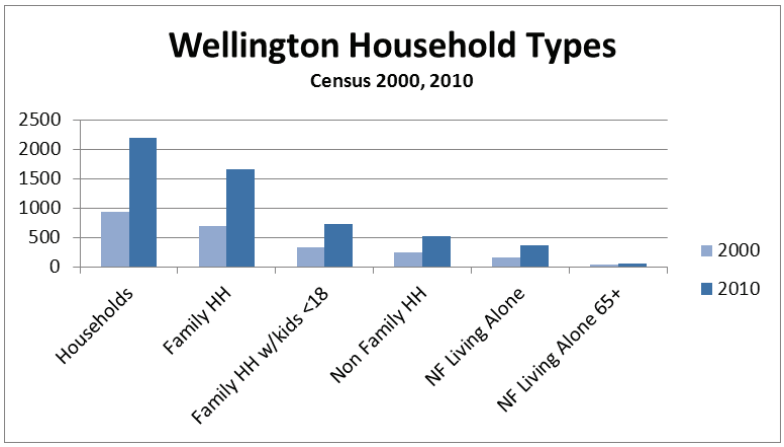
Wellington's housing market is dominated by occupied units (96%). The vacancy rate was fairly low in 2010 and is even lower in 2012, 2.14, according to the State Demography Office estimates. Most of the units are owner occupied (80%) but an active rental market exists as well.

Wellington Housing Units	2000	2010	2010%
Total housing units	963	2278	
Occupied housing units	932	2186	96.0%
Vacant housing units	31	92	4.0%
For seasonal	1	1	0.0%
All other vacant	30	91	
Occupied housing units	932	2186	
Owner-occupied housing units	770	1754	80.2%
Renter-occupied housing units	162	432	19.8%

Census 2000, 2010

Households

Between 2000 and 2010 households continued to increase. The fastest growth in household types was family households. Wellington is somewhat unique with this growth. For many places the fastest growth was non-family households living alone. This demonstrates that Wellington tends to attract a younger household type living with family.



Jobs and the Economy

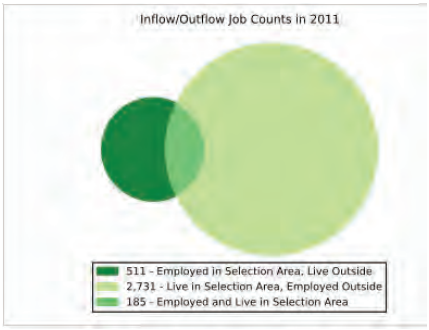
Only wage and salary job information is available at the municipal level and does not include proprietors. Therefore the chart to the right is only a partial picture of the jobs in Wellington. Additionally, the accuracy of employment data at the town level is lower. Keeping that in mind, the data indicates that the largest share of jobs exists in **Construction, Agriculture and Accommodations and Food Services**. Besides being the largest shares for the municipality, Wellington has a much larger share of jobs in Construction and Agriculture than the county demonstrating its dependence on these industries.

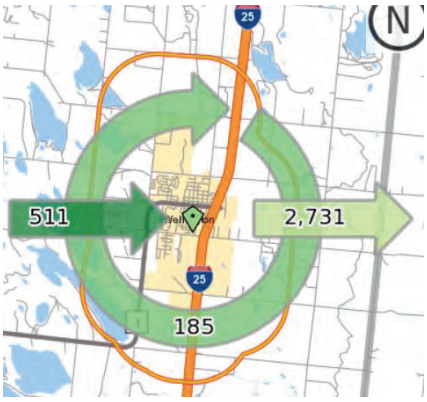
2012 Share of Jobs by Industry		
Sector Name	**Wellington**	**Larimer**
Agriculture	16.6%	0.6%
Mining	0.6%	0.3%
Utilities	1.4%	0.2%
Construction	19.9%	5.7%
Manufacturing	8.7%	8.6%
Wholesale Trade	0.9%	2.6%
Retail Trade	9.3%	12.9%
Transportation & Warehousing	2.3%	1.6%
Information	0.2%	1.9%
Finance and Insurance	1.8%	2.4%
Real Estate and Rental and Leasing	0.4%	1.7%
Professional and Technical Services	7.8%	6.8%
Management of Companies	0.1%	0.5%
Administrative and Waste Services	6.7%	6.3%
Educational Services	0.2%	0.9%
Health Care and Social Assistance	4.2%	13.0%
Arts, Entertainment, and Recreation	0.9%	1.5%
Accommodation and Food Services	12.0%	11.8%
Other Services	1.8%	2.7%
Government	4.3%	18.1%
Source: Department of Labor and Employment		

Commuting

Although not a complete picture of Wellington due to data limitations, it is estimated that 93.7% of Wellington's working residents (including a 1 mile radius) commute to jobs outside of Wellington. Of the jobs in Wellington, 26% are filled by residents of Wellington. The center graph below shows residents in the light green, jobs in the dark green and where Wellington jobs and residents intersect in the medium green. Wellington appears to be a bedroom community with most of its residents leaving for jobs outside of the town. According to data from Census and Department of Labor, 44% of the resident workers commute to Fort Collins for work.

	Count	Share
Employed in the Selection Area	696	100.0%
Employed in the Selection Area but Living Outside	511	73.4%
Employed and Living in the Selection Area	185	26.6%
Living in the Selection Area	2,916	100.0%
Living in the Selection Area but Employed Outside	2,731	93.7%
Living and Employed in the Selection Area	185	6.3%





Source:http://onthemap.ces.census.gov

Education

Wellington has a lower share of its population with a bachelor's degree or higher compared to the state and county. A larger share of its population has an Associate's degree as well as some college and no degree compared to the state and county.

Educational Attainment

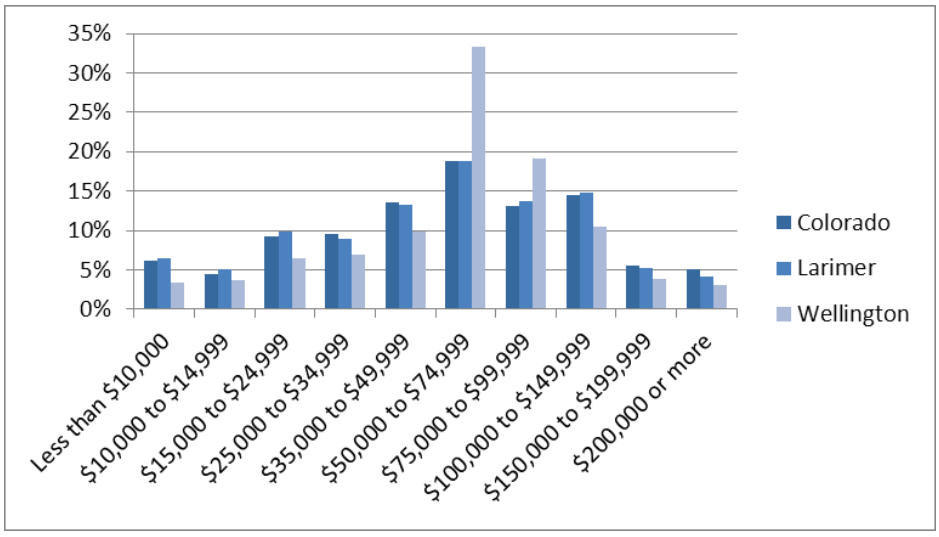
	Colorado	Larimer	Wellington
Population 25 years and over	3,328,869	193,909	3,852
Less than 9th grade	4.2%	2.3%	3.7%
9th to 12th grade, no diploma	5.8%	3.6%	3.4%
High school graduate (includes equivalency)	22.4%	19.0%	21.3%
Some college, no degree	22.8%	22.7%	29.2%
Associate's degree	8.1%	8.8%	12.9%
Bachelor's degree	23.4%	26.7%	22.6%
Graduate or professional degree	13.2%	16.9%	6.9%
Percent high school graduate or higher	89.9%	94.1%	92.9%
Percent bachelor's degree or higher	36.7%	43.5%	29.5%
Source: ACS 2012 5 year			

Household Income

The median household income for Wellington is lower than the county and the state. This could be partially influenced by the larger younger aged population. The income distribution at the bottom of the page shows largest share of households at the $50,000-$75,000 income levels.

Median Household Income

Colorado	Larimer	Wellington
58,244	57,927	68,831
ACS 2008-12		



WELLINGTON DOWNTOWN EVALUATION & SURVEY AGENDA (2/10/14)
February 24-25, 2014

Monday, February 24

7:30 AM DCI Group Pre-meeting –Days Inn, 7860 6th St, Wellington, CO 80549

Bus together to First National Bank

8:30 AM First National Bank at Harrison & 6th St. Wellington
Moderator- Peter Pronko-Chair Downtown Revitalization and Main Street Project
(Flip charts, internet access, video and power point projectors)

Light Breakfast -- **Orientation and Overview of Town**

1). Historic Video of Wellington 10 min.
2). Presentation of Maps, Charts, and Surveys – Larry Lorentzen (Town Administrator).
3). Economic Development Committee, Chamber of Commerce- Wendell Nelson
4). Wellington's Business District-Vision for Cleveland Ave.- Chuck Mayhugh

10:00 AM…**Bus Tour of Town (Business, Residential, Industrial, & Farming).**

11:30 AM Working Lunch (1st National-Lower Level - 90 minutes) with Elected officials and Town Administration

1). Lew Gaiter III – County Commissioner
2). Town Mayor – Travis Vieira
3). Town Trustees
4). Town Attorney- Brad March
5). Town Administration- Larry Lorentzen, , Mike Cummins,,Don Syler
6). CDOT representative – re: Cleveland Ave.
7). Wellington's Planning Commission – Bert McCaffery (Chairman)
8). Parks and Recreation – (Jake Raynolds)
9). Library – Kathy Bornhoft

FOCUS GROUPS
Meetings continue at the First National Bank- Lower Level

1:30 PM…**SERVICE PROVIDERS**

1). Seniors - Functions, Services, & Needs – (Trudy Patterson)
2). Churches - pastors and or representatives from local churches
3). Fire Department (Gary Green-Fire Chief)
4). Sheriff Department (Justin Smith-Sheriff).

5). Community Activities Committee—(Jack Brinkhoff-Trustee)
6). Harvest Farms (Recovery Center)
7). Boys and Girls Club – (coordinator)
8). Community Outreach – Wellington food bank, teen outreach

3:00 PM…**SCHOOL SYSTEM Meeting at Wellington Middle School** –
Principals ,School Board & Assistant Superintendents
After School Program with Christie Brucher , Student input

4:30 PM…Free Time for Walk About
5:15 PM .. Team De-Brief at Wellington Middle School (light snacks available)

EVENING FOCUS GROUPS (continued at school)
6:00 PM Business & Commercial - Wellington Middle School Cafeteria

1). Chamber of Commerce – (Walt Lamia and Chamber Board of Directors)
2). Business Owners – (status, needs, concerns..future development).
3). Farm Owners and Operators (Agricultural Perspective)
6). Commercial & Residential Property Development
4). Public Communications (North 40 News) – Doug Conarroe
5). Industrial Complex (Advanced Tank, 3 J's Machining, Cameron, Front Range Steel)
6). Medical and Dental and Veterinarian Facilities –

7:15 PM Public at Large – Wellington Middle School Cafeteria
1). Home Owners Associations—
2). General Public – Solicited Groups (press release and water bills)

8:30 PM Team returns to Day's Inn to work on report/action plan for Wellington

SECOND DAY
February 25, 2014

TEAM continues work on presentation at the LEEPER CENTER
(Equipment available – Laser Printer, Scanner, Internet Access, Power Point Projector)

8:00 AM Working Breakfast – Recap Issues and Recommendations (review presentation draft)

9:00 AM Team writes report-narrative sections

10:00 AM Team creates action matrix items

12:00 Noon: Working lunch (delivered in) – Team makes final edits of power point presentation.

1:15 PM Team provides Power Point presentations to Team Leader

4:15 PM Dry Run of Final Presentation and Report to Client (Town Administrator and Planners)

FINAL REPORT & PRESENTATION TO THE TOWN

AT THE LEEPER CENTER

6:30 PM Formal Presentations to Town and All Participants at the Trustees Regular Working Session on Tuesday Evening**. Open to the public**.

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7:30PM Team member are free to leave town or remain overnight if necessary.

Important contacts:

Katherine Correll: 720.468.1370 (cell)

Jamie Shapiro: 303.817.4349 (cell)