



May 24-25, 2010



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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INTRODUCTION

Community Revitalization Partnership Program

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

Welcome to the downtown assessment for the Colorado community of Minturn. Colorado communities have the opportunity to apply for assistance through the Community Revitalization Partnership (CRP) program, a collaborative program between the Department of Local Affairs (DOLA), Downtown Colorado, Inc., the state's nonprofit Main Street affiliate, and the local community.

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

HOW TO USE THIS

REPORT

This report is loosely organized along the Main Street Four Point Approach® as developed by the National Trust Historic Preservation Main Street Center. Each section of the report was written by a member of the CRP team with expertise in one of the National Trust's Four Points. The team members' reports were assembled and edited to integrate all reports into one cohesive document; thus, each section may reflect the writing style of its writer.

EXECUTIVE SUMMARY

In December 2009, the Town of Minturn requested a Community Revitalization Partnership (CRP) team visit from Downtown Colorado, Inc. (DCI) for May 24-25, 2010. The purpose of a CRP visit is to bring a team of consultants specializing in downtown and community revitalization to provide tools, insights, and direction to help the host community with its downtown revitalization goals. In anticipation of this visit, the Town of Minturn completed a comprehensive plan, planned focus groups, and provided extensive background information about the history and status of Minturn's downtown revitalization efforts and the issues facing the community.

Upon arrival in the community, team members were given a presentation of the history of downtown and then toured the Town. Afterward, the team met with the town staff for lunch, and then held four well-attended focus group sessions with community stakeholders and interested citizens. The purpose of the focus groups was to hear directly from citizens about the issues facing the downtown and the community as a whole; and to answer questions team members may have about the perceptions, strengths, weaknesses, and opportunities that relate to the downtown.

On day two, team members gathered to discuss their observations and formulate recommendations. That evening, team members presented their findings in the form of a PowerPoint presentation and question and answer session open to the community at-large. The report which follows provides an overview of the CRP visit, identifies partners and resources to help the community, includes observations from the visit, identifies issue areas, and makes recommendations for actions the community can take to strengthen the downtown.

ISSUE OVERVIEW AND HISTORIC CONTEXT

Minturn's downtown was the core of retail development in the Town for many years. Roughly forty years ago, the Vail Valley was emerging as a international destination for skiing. The development of the I-70 corridor from Vail to Gypsum has emerged as the commercial strip which attracted big box stores, chain restaurants and other establishments. Each town has its own commercial areas and downtowns which service their particular community. Because of Minturn's location off the I-70 corridor, many of the amenities that had once been located in Minturn have abandoned their ventures due to the major development elsewhere in the Valley.

Compounding the issue is the fact that Main Street is State Highway 24. It is congested and the sidewalks are narrow and in disrepair in many places. The Town and State have worked together to promote walk-ability in the downtown with stripping and signage. Beyond that, the Town is very limited in what it can do with Main Street while it continues to function as a state highway.

The Town hopes that this assessment will identify concrete ways to bring confidence, vision and focus back to the downtown creating a greater sense of community spirit and pride. Specifically, to focus on business development and retention strategies, create where necessary and appropriate economic incentives, develop marketing, branding, and promotion strategies for both businesses and events.



B A C K G R O U N D

The following observations were made in focus groups after the first full day of team research in Minturn. A list of people attending the focus groups is available at the end of this report.

- Second oldest incorporated Town in the Eagle River Valley
- Rich mining and railroad history.
- Authentic Colorado mountain town
- Turntable – historical pictures, important in the community
- Diverse population of year round residents with ample pride.
- Strategically located between Vail and Beaver Creek
- Abundant recreation
- Proximity to Eagle River
- Rockies Scenic Byway
- Eclectic restaurants and businesses
- Little Beach Park Amphitheater
- Limited town budget and staff resources
- Lack of dependable bus service
- Down Valley expansion
- Disjointed marketing and promotion strategies





The first section of this report focuses on *organization*, which includes developing collaboration, volunteer recruiting and management, fund-raising for the organization, and developing operational strategies. Organization involves getting everyone working toward the same goal and assembling the appropriate human and financial resources to implement a downtown revitalization program. The three principle components of organization are:

- Public and media relations
- Volunteer development
- Fundraising

A governing board and standing committees make up the fundamental organizational structure of the volunteer-driven program. Volunteers are best coordinated and supported by a paid, full-time or part-time program director. 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 possible, it is something to strive for in the future.

Notwithstanding this fundamental description of a typical downtown organizational structure, numerous variations exist throughout the country and are driven largely by local circumstances. In some towns, for example, the chamber of commerce is strong enough to add an organizational component designated to focus on the downtown. Consider developing some form of district to dedicate resources and focus on downtown.

Regardless of the organizational structure chosen, one overriding factor is demonstrated time and again in communities undertaking a program of downtown revitalization:

without first creating and developing a solid organizational component to oversee and manage the process, and despite the best intentions of all concerned, the program rarely accomplishes the desired outcomes and most often fades away before anything has a chance to succeed. Given these realities, we cannot overemphasize the importance of placing organizational development among the highest priorities of early revitalization activities. Most, if not all, of the recommendations in this report are made within the framework of this understanding.

Observation: There doesn't appear to be a clear system for communicating information to the community.

Recommendations:

- Identify one organization and one point of contact for representing downtown. The community needs to have clear direction for where to look for information and what organization is providing leadership to the downtown and business community.
- Investigate the partnership of the Minturn-Red Cliff Business Association and Minturn Community Fund to collaborate for a shared staff person and resources. The team feels that the current first steps towards collaboration between these non-profit organizations could provide an answer to the leadership dilemma of Downtown Minturn. Together the business association represents business and develops collateral material, while the Community Fund plans events, fund raising, and harnesses volunteers to accomplish projects for the community. The focus of these two missions combined could meet the needs of your downtown.

- Provide support to foster development of this unified organization to manage the downtown and facilitate implementation of the action plan. Run the organization as a membership/investor-based organization to garner financial sustainability. A membership system will create a regular system of revenues from the community and businesses, but may create a schism if some entities are not represented because they haven't paid dues. Sometimes an investor model is selected to encourage a feeling of inclusion, however, sometimes this optional contribution model results in some entities riding on the coat strings of others. Seek financial and in-kind support from the town and partnering organizations e.g. Battle Mountain, or other corporate or private donors to contribute to the cause.

- Develop clear communications strategy and a clearinghouse for information. Complete a communications plan by reviewing the model communications matrix in the appendices. List the state of the town and other updates on the site, including new programs for residents, property owners, historic preservation, and current and prospective business owners.

Observation: There is a need for one entity that manages and coordinates the planning, partnerships, and funding for downtown activities.

Recommendations:

- Consider options for a long-term management organization and funding mechanisms. Work towards consensus, cooperation, and support for downtown. The unified downtown organization that is referenced above may evolve into a long-term management organization for your downtown. However, other models should be considered as the organization matures and will require a long-term stable funding mechanism. Creation of a Colorado Main Street community may be an option for future management. If Minturn is interested in exploring this option, review

the Downtown Colorado, Inc. material for becoming a Main Street Candidate community to engage in training and development to assist in facilitating that process in the future. Start now!!

- Utilize action plan to create a corresponding budget and implement items for downtown revitalization. The action plan in this report will provide guidance to implement the recommendations we have made. Consider holding a community meeting to review the action plan, secure volunteer commitments, and to develop a budget for each item to assess the total costs in the short, medium, and long-term.

- Expand opportunities to collaborate to reduce duplication and costs for implementation. Two potential partners to contact immediately are the Forest Service, which might assist in disseminating information about events happening downtown; and the Colorado Council of the Arts to gain info on creating a public arts campaign. Complete the stakeholders analysis to determine what other groups might assist in meeting your objectives.



Observation: There appears to be a lot of unharnessed passion for Minturn.

Recommendations:

- Create volunteer program and materials. Identify the skill sets required for implementation. Consider creation of an orientation, monitoring and tracking, and appreciation plan for community volunteers. Record the projects that people work on, the hours they contribute, and their special skills and interests.
- Coordinate a meeting of volunteers and their skills to identify the tasks that can be completed and any skills that are unmet can be sought. Use the volunteer assessment form to work with volunteers to compare the skills of volunteers to those needed for implementation of the action matrix.
- The Town of Minturn would benefit from ongoing guidance and support from the community. Consider a volunteer advisory committee to coordinate activities of all groups as they pertain to downtown and provide support to town staff. Determine what tasks can be completed by volunteers and enlist responsible community members to assist the town staff with implementation of applicable items.
- Develop a volunteer appreciation concert at the amphitheater. Consider holding the event at the close of the market with music and special awards for the most active volunteers. Use the tracking information listed above to assess the contribution of each volunteer. Don't leave people out, but do reward hard work.





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

Observation: There is a demand for events to help promote the downtown area.

Recommendations:

- It is important to focus on quality of events and ensure the events are inclusive of all members of the community, i.e. families. Residents and businesses of the community donate a great amount of time and money to events that take place. Why not identify corporate sponsors for some of the larger events that can directly benefit from getting their name on the promotional material? Battle Mountain may be interested in sponsoring some major event, such as the pre-Halloween event.
- Complete the strategic events matrix and calendar. These forms will help

event organizers plan events strategically, making sure the events fit into Town's objectives. An events calendar gives the organizer an overall view of the events being planned for the entire year and to budget resources accordingly. (see Strategic Events Matrix at the end of this section, page 12).

- Develop objectives for events. The most successful events are those that grow and improve over time by having the objectives that are clear, measurable and realistic. Another important element of event planning is the post-event assessment. This will help the organizer plan for the next time the event takes place and make changes necessary. The Town of Minturn might consider asking event organizers to submit a sponsorship request form, such as the one found on the Downtown Colorado Inc's website and a post-event assessment (see form at the end of this section, page 12).
- Events should focus on local residents first. Package and market existing businesses to target audiences (fly fishermen, kids-friendly, etc.). It may be more difficult to attract and acquire a new business than to work with existing businesses to make them more sustainable. Look at innovative ways to market and package existing businesses. List things to do in the area for families - special events at the Little Beach Park, restaurants with kids menu's, etc.

Observation: Minturn has a rich historic past which can attract more visitors to the area.

Recommendations:

- Dedicate resources for the downtown organization to house a website that highlights the community. This could include general information in an interactive way (i.e. pop-ups: Did you know Minturn was incorporated in 1904?) on the Town of Minturn to encourage all residents to be “Minturn ambassadors” and use their passion for the Town to promote it.
- Link the Town’s website to organizations already promoting the area such as the National Scenic Historical Byway, or promoting history such State Historical Fund, Colorado Preservation Inc’s website. This will enhance the information for locals and visitors and will increase the number of page viewed on the Town’s website.
- Educate the community on the history of the town and the necessity to save historic structures. More information of this in the design section of the presentation.

Observation: There is a demand for consistent information on the town of Minturn and its plans.

Recommendations:

- Create communications tools for residents to make them aware of events, Town plans and other items of interest. This might include Town of Minturn budget updates, or newsletters. The distribution of this information can be electronically posted on the Town website or in a hard copy format and posted on sites around town.
- Use ECO Transit bus shelters as kiosks for informational dissemination. There are several ECO Transit bus shelters already around town. Utilize this space to communicate information on special events and/or general Town of Minturn information.



- Create an integrated branding/ image strategy to enhance downtown Minturn. There are currently a number of communication vehicles (Town website, Minturn-Red Cliff Business Association website, MRBA flyer, Top of the Rockies brochure) trying to promote the entire area and all of the events that take place here. This can lead to confusion, misinformation, or incomplete information for visitors or residents trying to learn about the area.
- Promotions for tourists can include brochures or maps with all downtown businesses to be distributed at the Turntable Restaurant, hotels, event venues, Town Hall, Forest Service office. It is imperative that information on all of the businesses in the downtown area is available to visitors so they know how to get to those businesses. The brochures

or maps must be kept up to date, must be legible, and should show an accurate scale of the area. The brochure or map can include a promotional or incentive piece to encourage visitors to use local restaurants and shops. The incentive is a good way for the business owner to ascertain how visitors found out about the business.

- Create a cross promotional program for business to work together in marketing planning and promotions. Using the downtown organization or MRBA design special events that will include several businesses. For example, the successful St Patrick's Day Explosion gave away coupons to local restaurant. Other examples of packages may include a Minturn rafting package which would include discounts at local restaurants or hotels.

- Ensure the branding for downtown Minturn is consistent with the website, brochure, MRBA. There needs to be a coordinated, centralized distribution point for all items related to the downtown association. The identified branding for the downtown association should be included on all information distributed.

- Utilize social media tools. Many municipalities and organizations (i.e. City of San Francisco or Denver's 16th Street Mall) are using these tools to communicate directly with their users. Organizations can post information, photos and surveys on Facebook and engage the public by asking to vote on different options or choices. The online tools are increasingly being used by visitors to the plan their vacations. The majority of the social media tools are relatively easy to use and not very expensive except for staff time.

Observation:

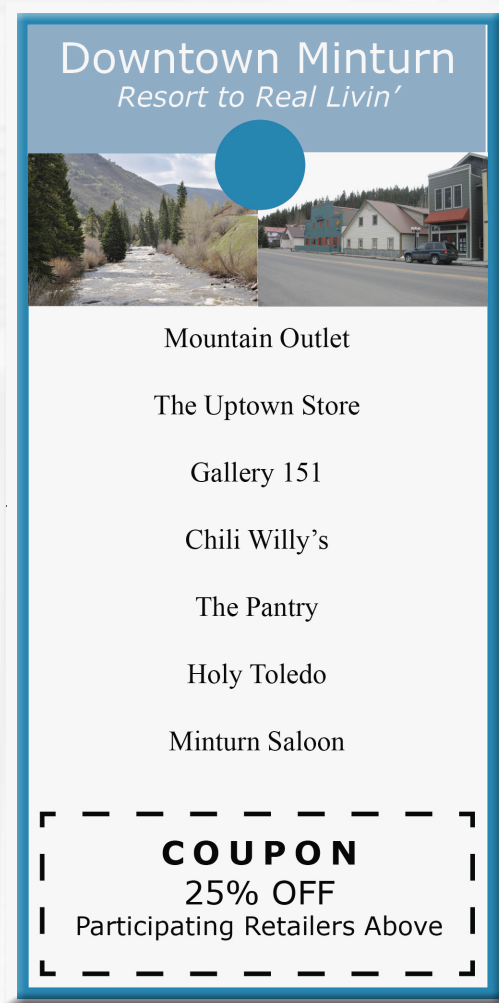
There are many organizations in town which have similar or overlapping goals but don't always seem to collaborate or communicate.

Recommendations:

- Strengthen the downtown organization to represent businesses and promote the "shop local" concept. Encourage attendance of business association members to the community fund meetings or town council meetings. Link information on the different organizations' websites.

- It is important for all businesses to help promote the other businesses in town and work together on potential packages or joint promotional activities.

- Businesses should maintain regular and expanded business hours as appropriate with the events going on in town. If additional people are in town for a special event, it would be ideal for the majority of businesses to be open to attract potential shoppers but also give a lively community feeling.



Observation:

Community members and the Minturn Revitalization Plan suggested adding possible tag lines to help promote Minturn's unique amenities.

Recommendations:

- Promote the town as the place to shop for real items and a real home town. Some examples of slogans for the community might be.

1. Minturn: Up Valley, Down Home
2. Minturn Rocks
3. Authentic Minturn, Colorado :
Fish it, Shop it, Love it
4. Minturn: Your turn to live
5. Minturn: Make the right turn
6. Minturn: Resort to real living at their doorstep

- Work closely with Forest Service and Land Management to better market natural resources, Byways, etc. Visitors to the areas may be stopping by the local Forest Service to get maps, directions and permits, these agencies should be aware of what is going on in the downtown area.

- Promote heritage tourism, natural resources, and the assets that are present in your community. Finding ways to effectively communicate and build on that message with your unique audience is a key element to downtown success. Success will occur when you learn to guide the change in perception through strong connections. You must be consistent, persistent and patient. Find a message and stick with it.

- Create a media strategy for public service announcements and articles highlighting the natural resources in the community. Compile a list that includes all regional and local media outlets, including the Denver Post weekend outdoor section. Send these media outlets press releases and public services announcements on a regular basis.

- Showcase the Eagle River to get additional rafting outfitters, fly fishermen

or fishing organizations to Town. A specific campaign directed to whitewater rafting, fishing or kayaking can bring new visitors to Town. This group of visitors is easy to reach through fishing organizations or publications as well as shops that sell fishing equipment. Send targeted press releases to magazines such as Outdoor magazine, Field & Stream, etc

- Target outfitters or other outdoor enthusiasts by developing materials highlighting trails, sports, and other outdoor opportunities.



Observation:

The Minturn Revitalization Plan Vision Guide recommends and encourages recycling and renewable energy options.

Recommendations:

- Create a Minturn Greens Campaign with canvas bags from the town and a stamp for each store. Build awareness for energy conservation and brand Minturn to locals and visitors. Town of Minturn or Downtown association could give away canvas bags and different business could use different color stamps to decorate the bag and show support for this initiative. Each bag would be as unique as the person using it.

- Provide recycling at specific locations. A recycling program is a great community-building initiative that encourages preservation of natural resources and civic pride.

- Consider adding bikes for locals and visitors to use. Bike sharing or rentals can be a fun, healthful way for tourists to visit the Minturn and preserve the beautiful setting.

Strategic Event Matrix

Objective Event ↓	Communi- ty	Kids	Fund- raising	Traffic Generating	Promote s Retail	Restauran ts	Down town	Green
Minturn Market	X	X		X			X	
Bravo Concert	X		X				X	
Halloween	X	X		X				
4 th of July	X			X			X	
Christmas	X	X		X				
Chocolate Affair		X		X	X		X	

Downtown Minturn





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

Observation:

Building inventory needs to be more proactively managed.

Recommendations:

- Consider options to analyze and activate vacant properties. It may be possible to identify volunteers or interns to gather information. In order to acquire all the necessary information needed to understand the business inventory, outreach to individual property owners will be necessary. Detailed property information should be sought including space available, lease rates, condition of space, and, if possible, expiration dates of existing leases
- Develop materials for realtors and lodging venues to promote the location for residents, businesses, and property owners. Focus on the benefits of relocating to Minturn, affordability of housing compared to neighboring

communities, the amenities of the community, the quality of building stock available, the flexibility of the government in working with property and business owners, etc. See additional statistics below.

Observation:

Gain better understanding of the economics of the district.

Recommendations:

- Track key economic statistics for the district which should include building permits and value of improvements (public and private), net new jobs, net new businesses, volunteer hours, and eventually, program revenues and expenses including in-kind contributions for downtown organization
- Business Mix: Data should be collected on the existing business inventory and an analysis should be performed to identify future demand
- Data, Maps and Leasing Collateral: All the necessary data which prospective entrepreneurs will need in deciding whether to locate in Minturn should be well organized and packaged. Brokers, interested businesses and other Downtown stakeholders should have easy access to this information and should be able to quickly find the comprehensive information about the district that they need. Recommended pieces include:
 1. Recruitment Target Area Map: The map should clearly illustrate: location

of first floor occupants; vacant spaces with square footage; occupied spaces that could be considered available by the property owner.

2. **Marketing Information Package:** This package should include general information about the Downtown market, including: Demographics; Sales Tax Trends; Development updates; Positive attributes about Downtown Minturn.

Observation: Increase support for existing businesses in order to retain existing merchants and ensure their success in the community.

Recommendations:

- Identify the needs of businesses for training to increase web presence, business planning, improvement, expansion, merchandizing, and facades, simple building upkeep techniques, etc. Create a quarterly training that businesses and property owners can sign up for and make suggestions for additional topics.
- Identify the resources that would most benefit the businesses, property owners, and other local leaders for training and development. Utilize resources like the Northwest Region Small Business Development Center (SBDC), DCI, and other organizations that can assist in developing a broader list of training for small business owners
- Hold regular monthly/quarterly informal update meetings with businesses and community (early morning or after work). Have these meetings at the Turntable for example every first Wednesday to build a habit of discussing latest events so that community members have access to government and understand that this is a community effort that you are all engaged in together.
- Create clear business information for website, printed material, and advertisement that includes bi-monthly updates from the Town Manager, topics

for the next information discussion, training available, business attraction efforts, and events that are upcoming.

Observation: Explore and secure grant funding from a variety of organizations.

Recommendations:

- Though it is important to work on improvements that can be implemented without outside funding or assistance, don't drop the ball on fundraising! Review the funding mechanisms and resources in the appendices to see what programs might be best for you. Definitely consider:
- GEO – energy efficiency lighting and improvements
- Colorado Council of the Arts – public arts campaign
- Colorado Tourism Office – Heritage tourism and marketing (website development)

Observation: Residents are unaware of what is available downtown. There is a need to clearly identify the products and services available in Minturn and it is important to foster a sense of local pride and support for local businesses.

Recommendations:

- Develop informational material on downtown, specifically highlighting the niche products and services that are available.
- Create a “Shop Local” campaign to educate citizens on products and services available downtown. By educating residents of Minturn on what can be purchased downtown, it allows them the opportunity to purchase what they can from the businesses there.

Observation:

The Middle School's imminent closing may have implications on the current "Ski Academy" and Meet the Wilderness Programs that operate out of that space.

Recommendations:

- Develop a task force to analyze the opportunities to repurpose the existing facilities. Perhaps an expansion of the Ski Academy or creating housing opportunities may ensure the future use of the facilities.
- Conduct an overall land use review to assess the buildings and spaces that have changed use and how they might be utilized.

Observation:

Occupied space is more attractive than vacant properties with for rent signs.

Recommendations:

- Develop incentive programs for at-home businesses and vacant property owners to create (at least displays in window or some sort of a downtown presence) for marketing of both product and venue. The Town might act as a facilitator to develop a package for property owners to make window space available to at home businesses that are retail. This will allow unused space to gain exposure and will provide conversion opportunities for at-home businesses to actual storefronts. Examples of potential conversions include Cotter Studios, Happy Tails Grooming, and Mountain Mender.

ECONOMIC RESTRUCTURING



COMMUNITY REVITALIZATION

HISTORIC PRESERVATION IN MINTURN

Historic Preservation is an important factor to consider while providing design advice for the Town of Minturn. The following information describes various ways historic preservation can benefit the community of Minturn.

HISTORIC DISTRICT BENEFITS:

- Local districts protect the investments of owners and residents. Buyers know that the aspects that make a particular area attractive will be protected over a period of time. Real estate agents in many cities use historic district status as a marketing tool to sell properties.
- Local districts encourage better design. It has been shown through comparative studies that there is a greater sense of relatedness, more innovative use of materials, and greater public appeal within historic districts than in areas without historic designations.
- Local districts help the environment. Historic district revitalization can, and should, be part of a comprehensive environmental policy.
- The educational benefits of creating local districts are the same as those derived from any historic preservation effort. Districts help explain the development of a place, the source of inspiration, and technological advances.
- A local district can result in a positive economic impact from tourism. A historic district that is aesthetically cohesive and well promoted can be a community's most important attraction. The retention of historic areas as a way to attract tourist dollars makes good economic sense.
- The protection of local historic districts can enhance business recruitment potential. Companies continually re-locate to communities that offer their workers a higher quality of life,

which is greatly enhanced by successful local preservation programs and stable historic districts.

- Local districts provide social and psychological benefits. A sense of empowerment and confidence develops when community decisions are made through a structured participatory process rather than behind closed doors or without public comment.

SUMMARY OF ADDITIONAL BENEFITS:

1. Local properties can be protected by the implementation of specifically tailored "Design Review Guidelines" geared toward a particular historic district or property with the assistance of citizens and property owners.
2. Property values may potentially increase and stabilize, thus increasing resale and market values.
3. Potential of decreased taxes when qualifying for tax incentives: Federal, State Income taxes and Local property taxes.
4. Value to local history & school curriculums with programs such as the "Teaching with Historic Places" program - introduces children to local history as related to state and national history.
5. Increased connections to cultural and historical heritage.
6. Increased dialogue among children, parents and grandparents, regarding our ancestors and history.
7. Value of preserving a building, district, neighborhood, farmstead or homestead, "A Sense of Place".
8. Increased quality and value to local economy and commerce, from design to construction, real estate, and heritage and cultural tourism attractions.
9. Potential cost savings to renovate rather than to build new
10. Potential for obtaining grants for qualifying properties.

Source: <http://carterarchitecture.com/historic5.htm>



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

Observation:

There are ample opportunities for gateway signage, development of consistent signage design and a cohesive directional signage system for wayfinding.

Recommendations:

- Continue with plans for a cohesive iconic gateways/signage system that celebrates Downtown Minturn. The *Minturn Revitalization Plan Vision Guide* sets forth recommendations for wayfinding and signage that should be implemented. An element that was not included in the plan is the addition of kiosk signage. A key opportunity would be for the Town to utilize the ECO Transit bus shelters to advertise Downtown Minturn amenities and events.
- In order to attract/direct traffic off of Interstate 70, the town should collaborate with CDOT to investigate the installation of TODS (Tourist Oriented

Directional Signs). This way, motorists can see where to turn off and that there is something to take exit 171 for: visiting Downtown Minturn. Banners, directional signage and corner monuments need to be installed to direct through traffic to downtown. Directional signs to town amenities, Little Beach Amphitheatre, and out-lying retail shops should be included in the Main Street environment so that everyone can understand what is available within Minturn.



Observation:

There are many affordable opportunities for beautification of downtown.

Recommendations:

- Install planters, benches, trash receptacles, and bicycle racks along the street to enhance the welcoming atmosphere, sociability and enhance pedestrian comfort in Downtown Minturn. In the spring of 2008, the Town adopted the *Minturn Revitalization Plan Vision Guide*. The Plan illustrates the overall vision that enables the Town, property owners, and citizens to make informed strategic decisions about future development and very specific public improvements town-wide. Although the Plan is very comprehensive, the majority of public improvements will cost a great deal of money and will take years to complete. During the focus groups we heard that the Town residents, officials and staff have spent a lot of time over the years working on planning efforts but have not seen results from their efforts within the town – particularly in Downtown. As such, the team has identified a number of affordable opportunities for beautification of the downtown. First, Minturn should consider implementing an “Adopt-a-Pot or Planter” program. Planters are adopted on an annual basis by individuals, families, businesses, or organizations to be displayed around Downtown Minturn. The planters should include weatherproof plaques to recognize the adopting individual, family or organization. The program is also a great way to engage downtown volunteers to maintain the planters, plant the flowers and spruce up the main street for minimal costs. Be sure to enlist a champion to educate a team of volunteers.

- A unique design of the bicycle racks could really spruce up the downtown streetscape. The town should host a bike-rack design competition and call it the MinturnRacks Design Competition.

It could be an outdoor competition that would attract entrants from the entire Eagle Valley. The winning rack would become the “new standard” for bicycle parking throughout downtown.

- Continue with Minturn Clean Up Days. Clean streets, swept sidewalks, fresh painted signs, pruned trees, washed windows, and manicured landscaping (planters, etc), will promote a downtown that visitors can recognize as some place the Town of Minturn is proud of and want to show off. The Town should continue the Town Clean Up Day. The objective is to improve the curb appeal of Downtown just as one would do if they were selling their home. This could be done every spring and summer as a community event celebrated with a party on Main Street at the end of the day. Next step would be to get parking spaces, pedestrian walks, bike lanes and streets striped with fresh paint. Later stages might include new pavement, new walks and curbs, and new storefronts and landscaping.



Observation:

There seems to be a great deal of uncertainty and inconsistency in town regulations and their enforcement.

Recommendations:

- Facilitate public education efforts. The Town should take the lead in educating the residents, business owners, elected and appointed officials, as well as staff on the adopted 2009 Community Plan, Minturn Revitalization Plan Vision Guide, Minturn Design Standards and Guidelines, Minturn Municipal Code and town policies by facilitating a Planning and Civics Education Academy. The Academy's ultimate goal would be to foster an understanding of the relationship and interaction between citizens and government bodies. It is also intended to educate citizens about all aspects of the planning and development review processes in Minturn and to stimulate citizen interest in implementation of the Community plans, town regulations, policies, standards and guidelines as well as continuing interest in the planning process over the long term.

- Establish a process to consistently enforce town regulations. The Minturn Municipal Code, which includes a nuisance ordinance, is intended to provide safe, healthy, and attractive living conditions for all residents and businesses alike. The benefits of compliance are realized community-wide in that compliance can reduce vandalism, deter crime, maintain property values, and prevent deterioration of properties and structures. Small town living presents challenges in code enforcement due to the political environment, traditional public expectations and minimal support resources.

- The first step to addressing these challenges would be to establish a process to consistently enforce town regulations and ordinances to ensure high quality design and clean and safe

properties. Collaborate with other town entities including the Police Department to discuss enforcement strategies and abatement of chronic properties. A dual-pronged approach works well in small towns wherein the Police Department can assist the Planning Department with civil penalties deriving from the land use regulations and ordinances.

- Next, devote space on the Town's website to inform citizens and prospective citizens about code enforcement and the benefits of code compliance. At the top of the page provide a picture of an "Honor Roll" property beside a picture of a property that needs improvement (non-compliance). Include information about common violations, enforcing the ordinances and solutions and procedures (abatement actions). It is also nice to post some "frequently asked questions" page and provide responses to educate the public on code enforcement, processes, etc. Frequency asked questions could include: "Why do we need a nuisance ordinance?" "How does the public nuisance ordinance work?" "In case of rental property, who is responsible?" "I've heard my neighbor could get my property in trouble over a few frivolous complaints. Is this true?" "After getting a violation notice, what would the property owners need to do?" Lastly, provide informational links to assist citizens in compliance e.g., provide a link to Colorado Weed Management Association, etc.

Observation:

Multi-Modal improvements along Main Street would improve the function and accessibility of the Downtown.

Recommendations:

- Provide enhanced walkability and connectivity along Main Street and throughout Downtown by enhancing transportation infrastructure. The

first priority should be to identify the deficiencies in the existing sidewalk system and identify solutions to repair, replace and augment them. ADA accessible ramps should be planned where buildings are required to provide equal access for people with disabilities. Evaluate the potential for dedicated bicycle lanes along Main Street and into and through Downtown. Where space permits, consider delineation of a dedicated bike lane and provide signage to regulate its usage. Provide bicycle racks at key destinations and frequent intervals throughout Downtown.

- Resurface street and sidewalk paving where conditions warrant and funding becomes available. Explore interim remedies to worst case situations to achieve immediate progress towards a safer and more usable program. Examples of interim solutions may include patches of large holes and cracks with polymer based synthetic materials colored to match existing concrete. An alternative may be to work with LaFarge Concrete to allow for them to place leftover concrete in areas designated and prepared by the Town or volunteers where the condition warrants replacement of the walkway segment. A rotomill and asphalt overlay of the street pavement should be planned (where needed) to create safe conditions especially in areas of bike lanes and pedestrian crosswalks. Pedestrian crosswalks should be located strategically and reinforced with thermoplastic white markings and reinforced with signage. Consider longer term methods such as enhanced paving, colored pavement and bulb outs to shorten crossing distances for pedestrians.

Observation:

There has been a strong foundation of work towards a Capital Improvements Program.

Recommendations:

- Adopt a Capital Improvements

Program. The Town should complete the CIP effort that establishes priorities and timelines for implementation. The CIP should utilize the Minturn Revitalization Plan Vision Guide for guidance with the ultimate goal of having the final CIP incorporated into the Town's Fiscal Year 2011 budget.

Observation:

There is a common perception that parking in the Downtown is limited and at times inadequate.

Recommendations:

- Adopt a Parking Management Plan. Conduct an inventory and map of existing parking spaces including on-street and off-street spaces. Monitor parking during everyday conditions (both weekday and weekends) and during the Minturn Market to determine actual deficiencies, if any. Utilize the map as an informational resource for visitors and residents and as a location guide for the placement and messaging for directional signage and parking identification. Consider revisions to Town parking standards that would provide greater flexibility or relaxed parking requirements to encourage additional retail and mixed use development with the downtown core. Consider administrative processes or alternative compliance processes for variances from parking standards. Be sure to coordinate with sidewalk and connectivity improvements to ensure that parking locations are adequately connected with Main Street and other important destinations. As with any revisions to town regulations, an elicited community engagement process should be undertaken to ensure that issues, aspirations, and concerns raised are consistently understood, considered and feedback is provided on how public input influences decisions. The public process should be transparent and inclusive.

Observation:

A completed multi-purpose trail through Minturn would enhance recreational opportunities for residents and visitors.

Recommendations:

- Develop and adopt an Eagle River Trail Plan. The Eagle River Trail should be completed through the Town from the initial phase completed from the Forest Service Ranger Station to the North Bridge running generally in the Eagle River corridor. The Trail should make connections to important destinations and attractions throughout Town from the north town limits to the south end with potential extensions to Battle Mountain, Red Cliff and Maloit Park. New annexations and developments should also be required to facilitate connection to the Eagle River Trail as they are implemented. Connections should be made to Little Beach Park and Amphitheater, the Turntable Restaurant/Minturn Saloon/Bellm Bridge area and other significant walkway connections serving Main Street and the downtown area. The Eagle River Trail should eventually connect to the ECO Transit Agency's Eagle River/Vail Trail in conjunction with the Dowd Junction Interchange reconstruction. Additional connections should be planned and eventually implemented to residential neighborhoods such as the Minturn Townhomes, the Business Park, and Forest Service trailheads. Picnic tables, bike racks, interpretive and regulatory signage should be incorporated along the trail systems.

Observation:

Minturn's history and historic architecture naturally lends itself to community and economic development.

Recommendations:

- Capitalize on Minturn's rich history. Successful downtown revitalization should include historic preservation as a priority strategy. The Town has a very

special historic legacy and distinctive architectural character that is unique to the Eagle Valley. Their history contributes to Minturn's sense of place and is evident in many residential and commercial buildings. *The Minturn Revitalization Plan Vision Guide* addresses Minturn's architectural character and historic preservation but falls short in implementing the vision of preserving their rich history. Since there is a degree of support, a local champion should be identified to begin historic preservation projects.

- Designate structures as landmarks worthy of local protection. Designation brings financial incentive for property owners and creates a stable environment for investment. Historic rehabilitation projects have proven to be sound economic investments as costs generally run 25 – 33% less than new construction ("Economic Benefits of Historic Preservation", Readings in Historic Preservation, 1983). In addition to locally designating historic structures, they can also be officially protected through local, state and national designation. Districts as well as individual landmarks and buildings can also be designated.

- Conduct an official historic assessment. A Historic Building Survey has been conducted as part of *The Minturn Revitalization Plan Vision Guide*; however there has not been an official historic assessment to establish the historic buildings. Communities in Colorado are fortunate in that there are several strong financial assistance programs available to assist with the rehabilitation of historic buildings. These include the State Historical Fund and both federal and state income tax credits for rehabilitation of designated historic structures. The Town should utilize the work already completed to provide an objective basis for evaluating the significance of potential landmark structures and could use the existing historic survey to apply for grant money

from the State Historic Fund to conduct an official historic assessment survey. Property owners with buildings that are identified as historic should pursue funding and grant opportunities to implement façade improvements. Lastly, the town should also offer an incentive program to those who implement historically sanctioned façade improvements and collaborate with local banks to establish a revolving loan fund. This will enhance Minturn's authentic identity.

Observation:

There is a lack of emphasis on the value of Minturn's architectural and historic past. Many visitors are unaware of Minturn's rich history.

Recommendations:

- Celebrate Minturn's architectural and historic past. Find a champion to establish an active historical society to research and compile Minturn's history. The first task would be to establish a clear mission statement for the historical society. Once the mission statement is adopted, the historical society can begin recruiting more members, and scheduling monthly meetings to generate progress. The designated champion and town will need to solicit engaged volunteers to compile and organize Minturn's historic past. Interview and record Minturn's senior natives that have perspective into Minturn's historic past. Historic photos should also be collected. The oral histories and historic photos could be displayed throughout town in empty storefronts, vacant ECO Transit shelters, etc.

Observation:

Minturn's history is sprinkled throughout the community, but there is not a designated location to display the complete history.

Recommendations:

- Designate a location to display Minturn's complete history. Consider using the town's opportunity to buy the Catholic Church St. Patrick's Parish to open a historical museum while preserving the integrity of the church's historic architecture. Offer internships and volunteer opportunities to students showing a passion for history. This will help engage the youth in the community. With help from the local schools and historic society, produce a self-guided walking tour brochure that is distributed at the museum.



 DIRECTIONAL SIGNAGE
 PUBLIC PARKING

Potential Sources of Funds include the following list:

- Vendor Fees – These are charges applied to concessionaires at events, parades, community gathering places.
- 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. May be increased, lowered, or adjusted to impact the businesses, types of businesses, and revenue generated for the Town by businesses and should be consistent with surrounding jurisdictions. Be careful not to add to the burden of small or start up businesses in a down economy;
- Heritage Tourism Office/Colorado Tourism Office Grants – The Red Cliff/Minturn Business Association should work together with 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>
- Research grant opportunities for personnel; Opportunities exist through South West Youth Corp, AmeriCorps, Universities, or other agencies that provide interns. Utilization of DOLA's Best and Brightest program is a reasonably affordable program benefiting both the student and the Town.
- Tax Assistance from General Funds – Allocate specific funds for the downtown improvements.
- Enhancethecurrentworkingrelationship with CDOT 3 Planning and Management Region Engineering Manager.
- Enhancethecurrentworkingrelationship with Region 12 NWCCOG examining opportunities for services and networking.

- Community Development Block Grant or Rural Business Opportunity Grants - These are federal funds that are distributed by DOLA. The Division of Housing and Division of Local Government have funds available, as does the Office of Economic Development and International Trade. DLG money is used for public facilities, DOH money is used to construct housing, and OED money is used for Economic Development. Visit each agency's website to learn details.
 - Energy Impact Funding for public infrastructure - These funds could assist the community with public infrastructure improvements, including sidewalks, water lines, drainage streetscapes, etc.
- BUSINESS DEVELOPMENT ECONOMIC RESTRUCTURING**
- Governor's Office of Economic Development and International Trade – This agency has several programs from economic development assessments to small business development centers.
 - EPA Brownfield's Program -This program provides direct funding for brownfields assessment and cleanup.
 - 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. Minturn's businesses could utilize new technology and renewable energy sources to reduce costs. The town could convert streetlights to more energy efficient LED type lights. This is consistent with the recently adopted comprehensive plan.
 - Investigate the implementation of a Town Sales Tax Incentive Program.
 - Small Business Administration and Economic Development Administration – These are two Federal Programs that can assist local businesses in business startup, expansion and relocation.
 - Downtown Colorado, Inc., etc. – As a member of Downtown Colorado, Inc., Minturn will continue to be eligible for DCI services, training, and educational programs. It would be

beneficial to review programs such as the Main Street Candidate Program that might offer some on-going training and support to Minturn's downtown efforts. Additionally, Minturn 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.

an experienced CPA and local government management company. The fee for this service is based on municipal size and is reasonably priced.

FISCAL MECHANISMS:

The Colorado Department of Local Affairs offers technical assistance to local governments for the establishment of Capital Improvements, Fleet and Equipment Replacement and Pavement Maintenance Programs. These are tools created to enhance budget development and strategic planning for capital expenditures.

Clifton Gunderson, LLC. is offering a fiscal review program analyzing 18 points of municipal government. Clifton Gunderson is

FOCUSGROUPMEETINGPARTICIPANTS

PARTICIPATINGSTAKEHOLDERS

- Minturn Town Council
- Minturn Town Manager, Planner, Public Works
- Minturn Businesses
- Minturn Residents
- ECO Transit
- Eagle County
- Local Media
- Community Fund
- Minturn/Red Cliff Business Association
- Eagle County Alliance

Katherine Correll

Executive Director, Downtown Colorado, Inc.

Katherine Correll has experience spanning the fields of community outreach to advance downtown and community development, not-for-profit administration, project development and management, local government planning, marketing, financial and economic development services, and education. Katherine joined Downtown Colorado, Inc. as the Director of Communications and Operations in 2006; in 2007 she became the Executive Director. Born and raised in Denver, Colorado, Katherine has worked with development initiatives in Denver, New York, Chicago, and the Former Soviet Union. Her focus on strategic planning and organizational development and management includes building viable and sustainable private, public, and non-for-profit institutions and programs. Prior to her current position, Katherine managed the American Councils' portfolio for the Republic of Moldova, focusing on building civil society initiatives, education, and public administration reforms. She was also responsible for management and growth of the American Language Center, language and professional training school. Katherine received her Master's Degree in Public Administration from Rutgers University and her Bachelor's Degree in Politics with a Minor in Urban Studies from New York University.

Richard Marshall, FASLA

Nolte Engineering

Dick is the Planning Manager in Nolte Associates office in Denver, Colorado. He is a landscape architect with over 35 years of experience working to improve the quality of life through the design of the physical environment. His projects include streetscapes, parks, trails, resorts and urban plazas. He was awarded the distinction of Fellowship in the American

Society of Landscape Architecture and is a Registered Landscape Architect. He led the development of Streetscape Guidelines for the City of Denver and Lower Downtown. His work for the National Park Service included projects in Yosemite, Sequoia, and Grand Canyon National Parks and Cape Hatteras National Seashore. Dick currently sits on the Board for the new 14th Street Placemaking Initiative and the 16th Street Mall Steering Committee in Downtown Denver. He is currently serving as the Program Manager for Cherry Creek North BID's 16 block Capital Improvements project.

Carrie McCool

Principal/Founder - McCool Development Solutions, LLC

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

downtown
TEAM MEMBERS
BIO S

Affairs with a minor in Environmental Issues from the University of Hawaii.

Jill Mendoza

Progressive Urban Management Associates

Jill Mendoza, associate, provides project support for P.U.M.A.'s downtown management, planning and community development practices. Her specialties include strategic planning, economic development and marketing strategies, and market research. Prior to joining P.U.M.A., Jill served as executive director for the Jackson Downtown Development Corporation in Jackson, Tenn., where she managed all facets of a non-profit economic development organization. She is experienced in the Main Street Four-Point Approach™ that includes program management in design, promotions, economic restructuring and organization. Jill's prior work experience was in corporate marketing, including the development of marketing strategies designed to target the Hispanic market segment. Jill holds a master's degree in business administration from the Thunderbird School of Global Management in Glendale, Ariz., and a bachelor's of science degree from the University of Colorado at Denver.

Ana Mostaccero

Boulder County Housing & Human Services

Ana Mostaccero, Boulder County Housing & Human Services Communication Specialist, is originally from Lima, Peru. Her first local government experience was with Montrose County, where Ana was instrumental in improving outreach in the community and enhancing the County's image. These efforts contributed to the successful approval of two sales tax initiatives in November 2007. Ana has lived in the Lakewood, CO, in Spain and Belgium. Ana brings over 15 years' experience in various

areas of the marketing field (communications, public relations, research). Her background also includes training in the customer service and relationship-building fields both in the public and private sector, with work experience in the USA, Europe and South America. Ana is perfectly bilingual in English and Spanish and has working knowledge of French. She holds a Master's degree in Marketing from Boston University in Brussels and a Bachelor's degree in Business from the University of Houston.

Greg Winkler

Colorado Department of Local Affairs

Greg Winkler has worked for the Colorado Department of Local Affairs as the Regional Manager for the Northern Mountain Region for the past three years. Prior to joining DOLA he was the County Administrator in Teller County, Colorado for 16 years. He has been the President of the Association of Colorado County Administrators, the Colorado City and County Managers Association and is a 20 plus year member of the International City and County Management Association. He holds a BA in Economics from Belmont Abbey College, Belmont, North Carolina.

Genevieve Zeman

Preservation Specialist

Genevieve Zeman graduated with a Bachelor of Science in Interior Design from Colorado State University in May of 2009. She been an active member of the American Society of Interior Designers and served as a board member for 3 years. She has also recently been an active volunteer for DCI. She is very passionate about sustainable design practices and obtained LEED Accreditation in June of 2009. Genevieve was a interior design intern at Department of Local Affairs/Colorado State University (DOLA/CSU) for two years helping local governments set goals, make decisions, and create conceptual designs to meet the needs and vision of the local communities. Most recently, Genevieve worked with DOLA CSU to create conceptual facade designs for Lamar, CO. In order to create a cohesive downtown atmosphere.

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Please contact DCI for electronic copies.





240 South Broadway, Suite 201, Denver, Colorado 80209 P 303.282.0625, F 303.282.0658
info@downtowncoloradoinc.org / 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. We hope that the enclosed information, your membership with DCI, and the myriad of training opportunities that we offer, will help you achieve your goals for a stronger community. Attached please find a list of the tools included in this initial training packet:

- **Action Matrix:** The action matrix organizes action items by time frame, success, partners and initiators.
- **Menu of Technical Assistance:** The menu of technical assistance provides ideas or a sampling of what DCI has facilitated. Because each community is unique, we encourage communities to contact DCI to create a unique plan for additional services and training to keep your momentum going.
- **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 compare to each event to make sure that all objectives are being met, and all events are serving a purpose.
- **Strategic Event Planning Calendar:** Review all events on a timeline to ensure a well-rounded calendar.
- **Downtown Organization Board Responsibilities and Job Descriptions:** Highlights the responsibilities of a board of directors and the officers that serve the organization.
- **Downtown Manager Job Description:** Identifies skills needed and activities required to manage a downtown organization.
- **Downtown Manager Evaluation:** Allows the downtown organization to evaluate the effectiveness of the Downtown Manager.
- **Organizational Succession Planning:** Encourages consistency in leadership through transition.
- **5 Steps for Improved Communications**
- **Sample Press Release**
- **Communication Strategy Matrix:** Identifies the various modes of communication and the tools to make contact.
- **Communication Planning Form:** For each event or project, this form encourages you to think about communications in advance and to develop a clear message.
- **List of Resources:** A list of organizations and what they might provide.

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

Thanks,
Katherine Correll

Organization & Management							
	Action Item	Measurement of Success	Initiator	Potential Partners	Community	Team Member	Committee
1-3 m	Town Council should declare Main Street a priority.	Adopt a mission statement for improving downtown and dedicating resources.	Town Board	Businesses, Business Assoc, Community Fund	Minturn	KC	Organization
1-3 m	Use the CRP recommendations to create a list of objectives for downtown. Prioritize.	Prioritized list of action items to complete in a set time frame.	Community Fund	Town staff and elected officials, Business Assoc, Community Fund	Minturn	KC	Organization
1-3 m	Schedule a monthly meeting for Downtown Minturn meetings - provide a standing invitation to the whole community.	Set day each month for meetings. Announcements sent out two weeks before the meetings with the update from the last meeting and agenda for the next meeting.	Town Manager	Town staff and elected officials, Business Assoc, Community Fund	Minturn	KC	Organization
1-3 M	Engage in a process to determine the Downtown organizational objectives and how collaboration might be achieved	Agenda for meeting, Mission statement of objectives, Clear list of benefits of membership, Announcement in paper of results.	Business Assoc & Community Fund,	Town staff and elected officials, Town Manager, Greg Winkler	Minturn	KC	Organization
1-3 M	Tap into youth, seniors and all citizens to identify and coordinate volunteers available.	Advertisements, Create volunteer orientation, database, and tracking system, volunteer skills assessment	Downtown Coordinator	Schools and seniors	Minturn	KC	Organization
1-3 M	Create dialogue and complete list of downtown stakeholders and the contributions each will make.	Stakeholders' Analysis	Downtown Volunteers & Town	Downtown organizations	Minturn	KC	Organization
1-3 M	Complete strategic events calendar	Completed strategic events objectives, matrix, and calendar. List of potential new events	Event Committee	Town staff and elected officials, Business Assoc, Community Fund	Minturn	KC	Organization

	Action Item	Measurement of Success	Initiator	Potential Partners	Community	Team Member	Committee
1-3 M	Review process for becoming a Main Street Candidate to access training and information on the program.	Town Board and Business Assoc & Community Fund review the letter of intent, costs, and benefits. If joining, attend at least 3/4 Downtown Institutes from July 2010 - July 2011.	Downtown Volunteers & Town	Town staff and elected officials, Business Assoc, Community Fund, DOLA, DCI	Minturn	KC	Organization
3-6 M	Business association/Community Fund should begin implementing priorities set by events committee	Monthly reports to Visioning Committee on progress, Work plans for implementation	Business association/Community Fund	Town	Minturn	KC	Organization
3-6 M	Business association/Community Fund creates communication plan to reach out to partners	Stakeholder Analysis completed, create letters targeted to each group to request type of participation identified.	Business association/Community Fund	Events Committee, town, sponsors	Minturn	KC	Organization
3-6 M	Business association/Community Fund identifies skills required for Visioning Committee priorities and seeks volunteers to meet needs.	Volunteer Skills list completed, list of skills needed created, internship descriptions sent to highschool.	Business association/Community Fund	Events Committee, town, sponsors	Minturn	KC	Organization
6+	Develop one entity to coordinate downtown events, improvements, and business development, retention, and attraction	Clear agreement between Town and organization outlining support for event implementation. Agreement for funding should be tied to objectives and performance measurements	Business Association and Community Fund	Town	Minturn	KC	Org

Promotions

	Action Item	Measurement of Success	Initiator	Potential Partners	Community	Team Member	Committee
1-3m	Focus on the quality of events and ensure the events are inclusive of all members of the community, i.e. families	Number of events organized for the specific target markets and attendance to these events. Number of sponsors recruited for special events	Town, MRBA, Community Fund		Minturn	AM	Promotions
1-3m	Develop objectives for events.	Incorporate use of sponsorship form	Town, MRBA,		Minturn	AM	Promotions

	Action Item	Measurement of Success	Initiator	Potential Partners	Community	Team Member	Committee
1-3m	Review strategic event matrix with consideration of event objectives and retail components for events. Develop a collaborative marketing strategy for Downtown businesses.	Updated strategic matrix and calendar	Town, downtown organization		Minturn	AM	Promotions
1-3 m	Focus on the events for local residents first.	Number of packages available to target audiences (kids-friendly, fly fishermen)	Town		Minturn	AM	Promotions
1-3 m	Create a Downtown Minturn webpage with business directory, contacts, calendar, and community highlights. Update this as more material is developed. Initially, this may be on the Town's website	Updated webpage that has all downtown related information	Town	Local or regional ISP	Minturn	AM	Promotions
1-3m	Decide on new branding and tagline. Ask locals and visitors to vote on suggestions for taglines or to submit others.	Number of taglines submitted.	Town, downtown organization	MRBA, Community fund			
1-3m	Link website to existing historic or tourist websites	Are the links operational? Set up Google Analytics or other tracking mechanisms for website	Town	Town, MRBA	Minturn	AM	Promotions
1-3m	Educate the community on the history of the town and the necessity to save historic structures.	Business directory, map places in all businesses, civic buildings, and bus shelters. Distribute materials electronically to all visitor organizations in the region.	Town	Town, MRBA	Minturn	AM	Promotions
3-6m	Develop Downtown Minturn integrated marketing materials, including directory, map and other communications tools	Materials highlighting downtown businesses located in each of the businesses in a 25 mile radius.	Town, MRBA	State of Colorado Tourism office	Minturn	AM	Promotions

	Action Item	Measurement of Success	Initiator	Potential Partners	Community	Team Member	Committee
3-6m	Create a Minturn Greens campaign which will strengthen curbside recycling and encourage locals and visitors to go green with the use of canvas bags.	Number of canvas bags given out	Town, MRBA, canvas bags suppliers	Town, MRBA, Community fund	Minturn	AM	Promotions
3-6m	Engage the local, state and tourism media outlets. Set up a media list and send regular press releases and public service announcements.	Number of articles in the local, regional and state press including AAA Colorado, travel section of Denver Post, etc. Set up a tracking mechanism for news coverage	Town, downtown organization		Minturn	AM	Promotions
3-6m	Set up a page for Downtown Minturn on Facebook and LinkedIn	Number of "fans" on Facebook and posts on the Minturn page	Town, downtown organization	Local or regional ISP	Minturn	AM	Promotions

Economic Restructuring

	Action Item	Measurement of Success	Initiator	Potential Partners	Community	Team Member	Committee
1-3 m	Develop "shop local" campaign	Promotional materials identifying products and services available downtown.	Downtown Business Association	Downtown businesses	Minturn	Jill Mendoza	ER
3-6 m	Create consensus amongst business owners and community	Hold regular meetings to update businesses and community on relevant issues/happenings	Downtown Business Association/Community Fund	City of Minturn	Minturn	Jill Mendoza	ER
6-9 m	Complete building inventory	Comprehensive inventory and understanding of all downtown buildings	Town Manager/Intern	Downtown property owners	Minturn	Jill Mendoza	ER
6-9 m	Track key economic statistics for district	Greater understanding of the economics of the district	Downtown Business Association/Community Fund	City of Minturn, property owners, and business owners	Minturn	Jill Mendoza	ER

	Action Item	Measurement of Success	Initiator	Potential Partners	Community	Team Member	Committee
6-9 m	Increase support for existing businesses	Conduct one (1) training program for business owners	Downtown Business Association/Community Fund	City of Minturn, Small Business Development Center, Downtown Colorado, Inc.	Minturn	Jill Mendoza	ER
6-9 m	Seeking grant funding	Prioritize grant funding sources based on relevance to community objectives	Downtown Business Association/Community Fund	City of Minturn	Minturn	Jill Mendoza	ER
9-12 m	Conversion of at-home businesses to storefronts of vacant buildings	Number of businesses that choose to locate downtown	Downtown Business Association/Community Fund	Business owners and downtown property owners	Minturn	Jill Mendoza	ER
Design							
	Action Item	Measurement of Success	Initiator	Potential Partners	Community	Team Member	Committee
1-3m	Identify deficiencies in existing sidewalk system, identify solutions for maintenance and repair, implement interim repairs	Completed inventory and mapping, develop funding and schedule, implement repairs	Town Planning and Public Works	CDOT, LaFarge, Town Stakeholders	Minturn	Dick M	Design
1-3m	Utilize the DOLA-CSU Extension Community Technical Assistance Program to engage students create a consistent sign design, way finding and a cohesive directional signage program	Adoption of a consistent sign design, way finding and a cohesive directional signage program	Town Planning	MRBA, businesses, CSU/DOLA, ECO Transit Rep, Local Boards, Commissions, CDOT and residents	Minturn	Carrie Mc	Design

	Action Item	Measurement of Success	Initiator	Potential Partners	Community	Team Member	Committee
1-3m	Develop and adopt a process to consistently enforce town regulations and ordinances	Town policy adopted	Town Planning	Minturn Police/Town Manager	Minturn	Carrie Mc	Design
1-3m	Name a champion to establish an active historical society to research and compile Minturn's history	Historical Society for Minturn is created and engaged	Town Staff and members current historical society.	Community, MRBA, Community Fund	Minturn	Gen Z	Design
1-3m	Update parking inventory to determine adequacy of parking in Downtown Core, observe parking during everyday and event conditions.	Updated Parking Supply Analysis	Town Planning and Public Works	Town Staff/businesses	Minturn	Dick M	Design
1-3m	Establish a clear mission statement for the Minturn historical society, recruit more members, and schedule monthly meetings to generate progress.	A written mission statement with monthly goals, increased members, and monthly meetings	Minturn Historical Society	Community, MRBA, Community Fund, Town Staff	Minturn	Gen Z	Design
1-3m	Utilize ECO Transit bus shelters to advertise downtown Minturn	Downtown Minturn promotional materials and events are advertised at all ECO Transit bus shelters; Post updated materials as they become available	Downtown Minturn Org	MRBA, Community Fund, ECO Transit Rep, business, stakeholders, Town	Minturn	Carrie Mc	Design
1-3m	Identify affordable beautification techniques e.g., Adopt-a-Pot program, Clean Up days, adding street furniture, benches and trash cans	Beautification of Downtown Minturn	Downtown Minturn Org	Town, residents, and business owners	Minturn	Carrie Mc	Design

	Action Item	Measurement of Success	Initiator	Potential Partners	Community	Team Member	Committee
1-3m	Purchase bulk items of same design for pots, street furniture, benches and trash cans, etc.	Pots, street furniture, benches and trash cans purchased	Downtown Minturn Org	MRBA, Community Fund, business, local Boards, Commissions and residents	Minturn	Carrie Mc	Design
1-3m	Enlist a champion to educate a team of volunteers to assist with maintenance and other beautification efforts	Champion appointed	Downtown Minturn Org	MRBA, Community Fund, business, stakeholders, Town	Minturn	Carrie Mc	Design
1-6m	Continue process and complete Capital Improvements Program (CIP).	CIP Program Completed and FY 2011 Projects budgeted.	Town Manager	Town Planning and Public Works, Town Stakeholders	Minturn	Dick M	Design
1-6m	Develop Signage Plan for Parking to direct visitors to parking options, map parking spaces	Implement Parking Signage, Publish Parking Map	Town Planning and Public Works	Town Staff, MRBA, and Businesses	Minturn	Dick M	Design
3-6m	Develop plan for longer term connectivity and walk ability in Downtown Core. Elements may include ADA Ramps, new sidewalks, replacement program for damaged sidewalks, new crosswalks, bulbouts at intersections, additional signage.	Strategic Plan for Downtown connectivity and walk ability improvements. Elements may include design standards	Town Planning and Public Works	CDOT, DOLA, Town Stakeholders	Minturn	Dick M	Design
3-6m	Collaborate with CDOT to investigate installation of TODS to direct traffic off I-70	Installation of TODS off of I-70	Town Manager/ Town Planning	MRBA, businesses, stakeholders, Mayor, CDOT and residents	Minturn	Carrie Mc	Design

	Action Item	Measurement of Success	Initiator	Potential Partners	Community	Team Member	Committee
3-6m	Update Town's website to include a page on Code Enforcement	Town website updated	Town Planning	Minturn Police Department/Town Manager	Minturn	Carrie Mc	Design
3-6m	Develop strategic plan and conceptual alignment, budget and guidelines to continue implementation of the Eagle River Trail through Minturn	Eagle River Trail Implementation Strategy	Town Planning and Public Works	GOCO, CDOT, DOLA, Town Stakeholders, Design Consultants	Minturn	Dick M	Design
6-8m	Solicit volunteers to work on an oral history project interviewing long term Minturn native residents and collecting historic photos	Interviews conducted and historic photo's collected	Downtown Minturn Org	MRBA, Town, businesses, stakeholders, seniors, and residents	Minturn	Genevieve Z	Design
6-12m	Identify implementation priorities, funding strategies, design and engineering requirements, issue RFP and select design consultants if needed.	Priorities for improvements established. Funding for design identified. Design Completed.	Town Planning and Public Works	CDOT, DOLA, Town Stakeholders, Design Team.	Minturn	Dick M	Design
6-12m	Use the town's opportunity to buy the St. Patrick's Parish Catholic Church with intentions to convert it to Minturn's Historical Museum	Catholic Church is in Town's possession. Town has plans to turn the church into a historical museum.	Town Planning and Town Staff	Historical Society, Design Team	Minturn	Gen Z	Design
6-12m	Compile and organize donated artifacts, historic photos, and local historic stories.	Collection of historic items to be displayed in St. Patrick's Parish/ Minturn's Historical Museum.	Historical Society, Town Staff	Community	Minturn	Gen Z	Design
12 - 24m	Gather community interest for the grand opening of Minturn's Historical Museum.	A well attended grand opening event at Minturn's Historical Museum	Historical Society, Town Staff	Community	Minturn	Gen Z	Design
12-24m	Use the town's existing historic survey in the vision plan to seek a historic listing for St. Patrick's Parish/ Minturn's Historical Museum	St. Patricks Parish/ Minturn's Historical Museum on a historic listing.	Historical Society, Town Staff	Design Team	Minturn	Gen Z	Design

	Action Item	Measurement of Success	Initiator	Potential Partners	Community	Team Member	Committee
12-24m	Implement longer term Connectivity and Walk ability Improvements	Funding obtained, Construction awarded and completed.	Town Planning and Public Works	CDOT, DOLA, Town Stakeholders, Design Team.	Minturn	Dick M	Design
1-3m	Identify opportunities for bike lanes through Downtown	A map showing potential bike lane locations	Town Planning and Public Works	CDOT, DOLA, Town Stakeholders	Minturn	Dick M	Design
3-6m	Develop implementation plan for bike lanes including pavement condition and repairs, striping criteria, signage.	Implementation plan for bike lanes completed	Town Planning and Public Works	CDOT, DOLA, Town Stakeholders	Minturn	Dick M	Design
6-8m	Solicit volunteers to work on an oral history project interviewing long term Minturn native residents and collecting historic photos	Interviews conducted and historic photo's collected	Downtown Minturn Org	MRBA, Town, businesses, stakeholders, seniors, and residents	Minturn	Genevieve Z	Design
6-12m	Collaborate with owners of buildings that have empty storefronts to display oral histories and photos downtown	Historic Minturn displays in empty storefronts	Downtown Minturn Org/Historic Preservation Champion	MRBA, Town, businesses, stakeholders, seniors, and residents	Minturn	Genevieve Z	Design
6-12m	Develop and adopt a Parking Management Plan	Adoption of a Parking Management Plan	Town Planning and Public Works	CDOT, DOLA, Town Stakeholders	Minturn	Dick M	Design
6-12m	Identify grant funding and write necessary grant applications to fund the design and implementation of an Eagle River Trail Plan	Submit grant and funding applications	Town Planning and Public Works	GOCO, CDOT, DOLA, Town Stakeholders, Design Consultants	Minturn	Dick M	Design

	Action Item	Measurement of Success	Initiator	Potential Partners	Community	Team Member	Committee
12-24M	Develop and Eagle River Trail Plan	Adoption of the Eagle River Trail Plan	Town Planning and Public Works	GOCO, CDOT, DOLA, Town Stakeholders, Design Consultants	Mintum	Dick M	Design
6-24m	Determine priorities, funding, complete final design, bid and award construction, develop collateral material for public	Completed bike lanes, publish maps and collateral material.	Town Planning and Public Works	CDOT, DOLA, Town Stakeholders	Mintum	Dick M	Design
6-18m+	Develop long range plan for complete streetscape improvements and amenities	Streetscape Improvement Plan	Town Planning and Public Works	DOLA, CDOT, Design Consultants	Mintum	Dick M	Design
12-36m	Complete final design, construction documents and implement Eagle River Trail	Eagle River Trail Implemented	Town Planning and Public Works	GOCO, CDOT, DOLA, Town Stakeholders, Design Consultants	Mintum	Dick M	Design
12m+	Participate with CDOT on Dowd Junction Interchange Design to facilitate final leg of Eagle River Trail	Dowd Junction Interchange Design and Eagle River Trail Completed to tie to existing Vail-Gore Trail	Town Planning and Public Works	CDOT, GOCO	Mintum	Dick M	Design
12-96m	Apply for grants and funding, Prepare Construction Documents, Bid and award contract and complete streetscape improvements.	Grants secured and streetscape, landscape, new sidewalks, street and pedestrian lighting and furniture installed.	Town Planning and Public Works	DOLA, CDOT, Design Consultants	Mintum	Dick M	Design



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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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Identify Potential Volunteers by Desired Skills

Steps:

1. List desired skills across the top of the matrix.
2. List individuals or organizations who could provide those skills in the left-hand column.
3. Recruit accordingly!

	<div> <div> Skill </div> <div> <div> </div> <div> </div> </div> </div>
Fund-Raising	
Accounting	
Graphic Design	
Legal Expertise	
Finance	
Public Speaking	
Writing skills	
Website design	
Marketing	
Grantwriting	
Gardening	
Architecture	
Painting	
Etc...	

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

[illegible]



Strategic Event Planning Matrix

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.

[illegible]

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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▼	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Minturn Market						x	x	x	x			
Bravo Concert at the Little Beach Park						x	x	x	x			
July 4th Parade							x					
Christmas Event												x
Halloween										x		
St. Patty's Explosion			x									
Concerts in the Business district												
\$5.00 Thursdays												
Movie Night-dinner and bike to the L.B.P.												
First Friday Art Walk												
Minturn/Red cliff bike ride/pub crawl/bonfire												
Soap box derby or big wheel race												
Minturn "Off track" festival												
Home tour												
Ghost tour or haunted house												



Basic Responsibilities of Nonprofit Boards¹

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

Responsibilities of a Board Member

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

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

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



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- Chair a standing board committee;
- Attend board meetings as regularly as possible;
- Sponsor a publication;
- Provide a service to the organization such as donating frequent flyer miles, designing the website or data base, providing printing and/or design services or volunteering to help staff the conference;

EVERY BIT HELPS!

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

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

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

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



Board Officer Job Descriptions²

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.

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.

² The following descriptions were adapted from materials from BoardSource



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Board Secretary Job Description

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

Board Treasurer Job Description

1. Serves as a member of the Board
2. Manages finances of the organization
3. Administers fiscal matters of the organization
4. Provides annual budget to the board for members' approval
5. Ensures development and board review of financial policies and procedures

Committee Chair Job Description

When using the Main Street Approach, there should be four committees, one for each of the Four Points: Organization, Economic Restructuring, Promotions, and Design. In the initial stages, sometimes the board will fill the role of the Organization Committee. Each committee should develop their own mission statement and work plan on an annual basis.

1. Serves as a member of the Board
2. Sets tone for the committee work.
3. Ensures that members have the information needed to do their jobs.
4. Oversees the logistics of committee's operations.
5. Reports to the Board's President.
6. Reports to the full Board on committee's decisions/recommendations.
7. Works closely with the Executive Director and other staff as agreed to by the Executive Director.
8. Assigns work to the committee members, sets the agenda and runs the meetings, and ensures distribution of meeting minutes.
9. Initiates and leads the committee's annual evaluation.



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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. 2009 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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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				
Everyone *(Bare	Website	Social Media	Marketing/ Advertising	Special Events
	<ul style="list-style-type: none"> Create one website for communities/downtown to market. Consider something clever. Websites are among today's most important tools for communicating 	<ul style="list-style-type: none"> 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? Facebook 	<ul style="list-style-type: none"> Create well established identity and package for branding Engage the communities in the role out of a joint marketing campaign 	<ul style="list-style-type: none"> Concentrate on year-round activation with emphasis on shoulder seasons
Community Members	<ul style="list-style-type: none"> Community events calendar Community news and projects Community resources Community business listings Newsletter opt-in 		<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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.) 	<ul style="list-style-type: none"> "Twistor Center" – visitors can send in questions about the community via Twitter and get responses 	<ul style="list-style-type: none"> Target marketing to key visitor areas (via ads/ billboards), tour bus groups, etc. Printed map(s) Strengthen Visitor's Center? 	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Vacation planner Lodging resources in the region Links to other visitor sites 	<ul style="list-style-type: none"> Flickr (gorgeous pictures of the town or view) 	<ul style="list-style-type: none"> Targeted viral marketing for key interest groups Visitor Info Packet 	
Business Owners/ Investors/ Entrepreneurs	<ul style="list-style-type: none"> Data about communities to encourage new business development Package "doing business" information 	<ul style="list-style-type: none"> Training to diversity with online businesses Social media training for businesses, link them to main website 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Signature event as business development strategy
Orgs (Govt, Chamber, Non-Profits, etc.)	<ul style="list-style-type: none"> Common place to post info about projects, community news 	<ul style="list-style-type: none"> All use same tools (one go to place for community to find latest news) 	<ul style="list-style-type: none"> Create and market similar business incentive policies between the two communities 	<ul style="list-style-type: none"> Monthly informal meetings to share info w/& get input from businesses Business planning/entrepreneurs training by SBDC

AUDIENCES



5 Steps to Successfully Plan for Your Community Meetings

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

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

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

3. Create your message. There are a variety of ways for communities to reach their populations. Some communities put an announcement in the local newspaper and others include an announcement with local utility bills. Below is a listing of basic mediums you should prepare for use. Be sure to include an email address or phone number for attendees to RSVP or ask questions.

- Personal invite/letter
- Press release
- Flyer
- Website page or posting
- 30-60 second verbal presentation that volunteers can make in person

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

<p><u>Local government (e.g., city and county officials):</u></p> <ul style="list-style-type: none"> • 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 	<p><u>Business owners:</u></p> <ul style="list-style-type: none"> • 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
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<p><u>Other local government and organizations</u> (e.g., police departments, school district, library district, chamber of commerce, convention & visitors' bureau, volunteer associations, business associations, seniors groups and hospitals):</p> <ul style="list-style-type: none"> • 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 	<p><u>Local newspapers:</u></p> <ul style="list-style-type: none"> • 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
<p><u>Local radio:</u></p> <ul style="list-style-type: none"> • Send a press release • Contact station producer to ask if they will interview a community spokesperson about the upcoming event <ul style="list-style-type: none"> ○ 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 	<p><u>Local television:</u></p> <ul style="list-style-type: none"> • 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 <ul style="list-style-type: none"> ○ 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
<p><u>Online:</u></p> <ul style="list-style-type: none"> • 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 	<p><u>Flyers:</u></p> <ul style="list-style-type: none"> • 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.

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**DOWNTOWN
COLORADO, INC**

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Communications Planning Form

Today's Date: _____ Organization/Contact: _____

Email: _____ Phone # _____

Event Title/Topic to promote & Description: _____

_____ Date (s) Needed: _____

Goals & Objectives

What are the goals of the community engagement event? (Specific goal of communication activity:)

- | | |
|---|--|
| <input type="checkbox"/> Raise awareness about an issue/program | <input type="checkbox"/> Encourage Attendance at an Event |
| <input type="checkbox"/> Recruit Volunteers | <input type="checkbox"/> Publicize News |
| <input type="checkbox"/> Recognize Someone/Announce an Award | <input type="checkbox"/> Correct Misinformation/Misperceptions |
| <input type="checkbox"/> Other (attach additional information) | |

Target Audience:

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

Geographic:

- | | |
|--|---|
| <input type="checkbox"/> Downtown | <input type="checkbox"/> Mountain Communities |
| <input type="checkbox"/> All of Town | <input type="checkbox"/> Front Range |
| <input type="checkbox"/> Neighboring Communities | <input type="checkbox"/> All Colorado |
| <input type="checkbox"/> All County | <input type="checkbox"/> Neighboring State |

Message to communicate:

- Talking point 1 _____
- Talking point 2 _____



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- Talking point 3 _____

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

- ☐ Organizational
- ☐ Town-wide
- ☐ Department Internal Site (SharePoint)
- ☐ All County
- ☐ Employee Meetings, Picnics
- ☐ Employee Recognition Events

Distribution:

- ☐ Downtown Director ☐ Board of Directors ☐ Town Government ☐ All town ☐ Sponsors



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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,

DOWNTOWN COLORADO, INC. FOCUS GROUP SIGN IN SHEET

May 24, 2010

2:30 pm

NAME **Please Print**	EMAIL ADDRESS	ADDRESS	TELEPHONE NUMBER
George Brodin	g2brodin@comcast.net	PO Box 430 Minturn 81645	970 476 1810
Harry N. Taylor	harry.taylor@Eaglecounty.us	PO Box 1070 Gypsum, CO 81637	970 328-3521
Rod Cordova	publicworks@minturn.org	P.O. Box 305 minturn, Co	970. 655-1152
CHRIS CERIMELE	planner1@minturn.org	"	970 827-5645
Shelley Bellan	Shelley.bellan@gmail.com	PO Box 397, Minturn 81645	970. 827. 4032
Cliff Simonson	cliff.simonson@eaglecounty.us	P.O. Box 178 Eagle 81631	970 328.8751
Jay Raiola	jay@myrealtor.com	Box 724 Minturn	970-827-5377
Mary Schen	minturnwest@gmail.com	PO Box 717 minturn	331.5189
AL BROWN	al@vail.net	P.O. Box 699 Minturn	970.827.5887
Jim White	manager@minturn.org	P.O. Box 337 Minturn	970. 827. 5645
ANDY KAUFMAN	Andy@MinturnSaloon.com	PO Box 160 Minturn, Co	970-827-5954
Wynn Teach	N/A	PO 654 Minturn Co	970-827-5508
Frank Laconti	frank@minturntimes.com	P.O. Box 114 Minturn, Co	970 827-5988

Charles Overy

cwho@lyn3d.com

PO Box 10, Minturn, CO

970 827-5294

May 24, 2010

[illegible]

5/20/10

DOWNTOWN COLORADO, INC. FOCUS GROUP SIGN IN SHEET

May 24, 2010

NAME **Please Print**	EMAIL ADDRESS	ADDRESS	TELEPHONE NUMBER
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Wally Scherr	Minturn Matt@opmad.com	PO Box 717 minturn	331.5189
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LAE/ENGSTROM	Laele@comcast.net	110 Taylor St. Minturn	970-390-1889
Charles Over	awno@lyn3d.com	PO Box 10 minturn CO	970 331-1330.

May 24, 2010

[illegible]

DOWNTOWN COLORADO, INC. FOCUS GROUP SIGN IN SHEET

May 24, 2010

NAME **Please Print**	EMAIL ADDRESS	ADDRESS	TELEPHONE NUMBER
S. Gretchen Krueger, OP	gretchenop@g.com	482 - Main St	827-5784
Natalie M. Rader	dharma.yaginici@gmail.com	542 - Main Street	827-4092
Rosie Sprecher	rosiebb8@hotmail.com		330 607-0290
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Maren Lantzy	milantzy@yahoo.com www.marenlantzy.com		412-298-7000
CHRIS CERIMÉLE			
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Jim White	manager@minturn.org	P.O. Box 337 Minturn	970 827 5645
Hughes (eventual)	hughesm@comcast.net	476 Pine	970 827 9559
Cliff Thompson	CLIFFthom@gmail.com	2001 Crazy Horse Cir. 81632	970-376-2562



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TOWN OF MINTURN

Community Revitalization Partnership (CRP) VISIT – May 24-25, 2010

AGENDA

Date/Time	Agenda	Attending	Location
May 24			
11:00 AM	Orientation/Tour	Town Manager & Town Planner	Town Hall
12:30 PM	Lunch with Staff, Town Council, Planning Commission	Town Staff, Town Council, Planning Commission	Town Hall (Catered)
1:15 PM	Focus Group Meeting 1 (45 Min)	Town Staff, Town Council, Planning Commission, County Commissioners	Town Hall
2:30 PM	Focus Group Meeting 2 (45 Min)	Eagle County Planning Department, Eagle River Fire Protection District, ECO Transit, Eagle County School District, Business Owners	Town Hall
4:00 PM	Early Dinner	DCI Team Town Council	Town Hall (Catered)
5:30 PM	Focus Group Meeting 3 (45 Min)	Minturn / Red Cliff Business Association/Minturn Community Fund, Business Owners	Town Hall
6:30 PM	Focus Group Meeting 4 (45 Min)	Residents, community members at large.	Town Hall
8:00 PM	Team de-brief	DCI Team	Minturn Saloon
9:30 PM	Draft Recommendations	DCI Team	Minturn Inn
May 25			
8:00 AM	Working Breakfast - Recap Issues and Recommendations	DCI Team	Turntable Restaurant
9:15 AM	Focus Group Meeting 5 (45 Min) IF NECESSARY	Business Owners and anyone else unable to attend on Monday.	Town Hall
10:00 AM	Team brainstorms recommendations, Follow-up interviews	DCI Team	Town Hall
10:30 AM	Team Members develop presentation/power point & Final report	DCI Team	Minturn Inn
12 Noon	Working Lunch Delivered		Minturn Inn
2:15 PM	Team Members compile Power Point presentations sent to Team Leader	DCI Team	Minturn Inn
3:45 PM	Meet with client to review	Town Manager & Town Planner	Town Hall
5:30 PM	Reception/Presentation	Invite ALL participants and Town Residents / Businesses	Town Hall



Community Revitalization Partnership (CRP) Program

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

Downtown Minturn



Team Members

- Katherine Correll, Downtown Colorado, Inc.
- Dick Marshall, Nolte Engineering
- Carrie McCool, Principal, McCool Development Solutions, LLC
- Jill Mendoza, Progressive Urban Management Associates
- Ana Mostaccero, Boulder County Housing & Human Services
- Greg Winkler, Department of Local Affairs
- Genevieve Zeman, Downtown Colorado, Inc.

Downtown Minturn



Downtown Colorado, Inc. (DCI)

Advocacy & Information Membership

Education

Annual Conference
Issue Forums
Downtown Institute

Services

Downtown Assessment Visits
On-Site Training/Discussions

Programs

Development & Improvement
Districts
Program
Main Street Program

Downtown Minturn



Main Street Four Point Approach

ORGANIZATION

PROMOTIONS



National Trust for Historic Preservation Main Street Center

Downtown Minturn



Colorado Main Street

<u>Admin</u>	<u>Education</u>	<u>Services</u>
Quarterly Reporting	Downtown Institute	On-site Training for Org, Design, Econ. Restructuring, & Promotions
Year End Reporting	DCI Annual Conference	
Statistics	Hosting Options	Architectural Assistance
Year End Assessment	Complimentary Registration	Request-Specific Assistance

Downtown Minturn



Focus Group Participants

- Minturn Town Council
- Minturn Town Manager, Planner, Public Works
- Minturn Businesses
- Minturn Residents
- ECO Transit
- Eagle County
- Local Media
- Community Fund
- Minturn/Red Cliff Business Association
- Eagle County Alliance


Downtown Minturn



Observations

- Oldest incorporated Town in the Eagle River Valley
- Rich mining and railroad history
- Authentic Colorado mountain town
- Turntable Restaurant– historical pictures, important in the community
- Diverse population of year round residents with a lot of pride.
- Strategically located between Vail and Avon (Beaver Creek)
- Abundant recreation and proximity to National Forest and Eagle River
- Rockies Scenic Byway
- Iconic restaurants and eclectic businesses
- Little Beach Park and Amphitheater


Downtown Minturn




Observations

- Limited town budget and staff resources
- Lack of dependable bus service
- “Down Valley” expansion
- Disjointed marketing and promotion strategies

Downtown Minturn





ORGANIZATION


Resource Management

Collaboration

Volunteer Recruiting & Management

Fund-raising

Downtown Minturn






ORGANIZATION

Observation: There doesn't appear to be a clear system for communicating information about the community.

- Identify organization and one point of contact for representing downtown.
- Investigate the partnership of the Business Association and Community Fund to collaborate for a shared staff person & resources.
- Provide support to foster development of this unified organization to manage the downtown and facilitate implementation of the action plan.
- Run the organization as a membership (or investor) based organization.

Downtown Minturn







ORGANIZATION

- Develop clear communications strategy and a clearinghouse for information.
- List the state of the town and other updates on the site, including new programs for residents, property owners, historic preservation, and current and prospective business owners.

Downtown Minturn






ORGANIZATION

Observation: There is a need for one entity that manages and coordinates the planning, partnerships, and funding for downtown activities.

- Consider options for a long-term management organization and funding mechanisms.
- Main Street may be an option for future management.
- Work towards consensus, cooperation, and support for downtown.

Downtown Minturn





ORGANIZATION

- Utilize action plan to create a corresponding budget and implement items for downtown revitalization.
- Partner with Forest Service to disseminate information and events happening downtown.
- Explore how best to do a public arts campaign. Research Colorado Council of the Arts and other potential partners.

Downtown Minturn



Stakeholder Analysis

Stake holder	Interest	Support (Y/N)	Import (1-5)	Contribution	Approach
Local Gov't	Econ Dev	Y	5	Communications & Funding	Formal: Presentation to Town Council
Churches	Ability to pursue grants	Y	3	Info Distribution & Volunteers	Informal: Flyers and email invitations
Non-Profit	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

Downtown Minturn





ORGANIZATION


Observation: There appears to be a lot of unharnessed passion for Minturn.


Create volunteer program and materials.
Identify the skill sets required for implementation.
Coordinate a meeting of volunteers to identify the tasks that can be completed and any skills that are unmet can be sought.

Downtown Minturn



Volunteer Identification								
Person	Skill	Fund-raising	Account-ing	Graphic Design	Mark-eting	Writing	Legal Expertise	Public Speaking
Ben						x	x	
Rhonda					x	x		
John							x	x
Karl		x		x				
Jane Miller			x					x
Sharon		x	x					
Bradley			x					


Downtown Minturn




ORGANIZATION

Observation: There appears to be a lot of unharnessed passion for Minturn.

- Consider a volunteer advisory committee to coordinate activities of all groups as they pertain to downtown and provide support to town staff.

Downtown Minturn




PROMOTIONS

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

Downtown Minturn




PROMOTIONS

Observation: There is a demand for events to promote downtown and encourage more locals and visitors to the downtown area. The Minturn & Red Cliff Business Association has started organizing some events already.

Recommendation:

- Focus on quality of events.
- Develop objectives for events.
- Complete the strategic events matrix and strategic events calendar.
- Focus on locals first.

Downtown Minturn



Strategic Event Matrix

Objective Event	Communit ity	Kids	Fund-raising	Traffic Generating	Promote s Retail	Restaura nts	Downt own	Green
Minturn Market	X			X			X	
Bravo Concert	X		X				X	
Halloween	X	X		X				
4 th of July	X			X			X	
Christmas	X	X		X				
Chocolate Affair		X		X	X		X	

Downtown Minturn



Event Components

Kid Friendly



Retail Enhancement



Downtown Minturn



Strategic Event Calendar												
Event	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sept	Oct	Nov	Dec
Minturn Market						X	X	X	X			
Bravo Concert						X	X	X	X			
Halloween										X		
4 th of July							X					
Christmas												X
Chocolate Affair		X										

Downtown Minturn





PROMOTIONS

Observation: Minturn has a rich history to differentiate it from other communities.

Recommendation:

- Dedicate resources to the downtown website.
- Create social media sites and links on the town page.
- Educate the community on the history of the town and the necessity to save historic structures.

Downtown Minturn





PROMOTIONS

Observation: There is a demand for consistent information.

Recommendations:

- Create communications tools to inform about issues, events, and other items of interest.
- Create a cross promotional business program for marketing planning and promotions.
- Use ECO Transit bus shelters as kiosks for informational dissemination.
- Create an integrated branding/image strategy to enhance downtown Minturn. Ensure consistency with the website, brochure, Minturn & Red Cliff Business Association. Utilize social media tools.

Downtown Minturn





PROMOTIONS

Observation: There are many organizations in town which have similar or overlapping goals but don't always seem to collaborate or communicate.

Recommendations:

- Strengthen the downtown organization to represent businesses and promote the "shop local" concept.
- Businesses should maintain regular and expanded business hours as appropriate.
- Encourage collaboration of business association members and community fund supporters.
- Link information on the different organizations' websites.

Downtown Minturn





PROMOTIONS

Observation: Community members and the Revitalization Plan mentioned branding and possible tag lines to help promote Minturn unique shops.

Recommendation: Promote the town as the place to shop for real items and a real home town.

- Minturn: Up Valley, Down Home
- Minturn Rocks
- Authentic Minturn: Make the Right Turn
- Minturn: Your turn to live
- Minturn: Resort to Real Living

Downtown Minturn





PROMOTIONS

Observation: There is an opportunity to capitalize on the natural beauty and amenities.

Recommendations:

- Showcase Eagle River for additional rafting outfitters or fly fishermen.
- Work closely with Forest Service and Land Management to better market natural resources, Byways, etc.

Downtown Minturn





PROMOTIONS

- Promote heritage tourism, natural resources, and the assets that are present in your community.
- Create media campaign with public service announcements and articles highlighting the natural resources in the community.
- Target outfitting businesses and outdoor enthusiasts – develop materials highlighting trails, sports, and other outdoor opportunities.

Downtown Minturn





PROMOTIONS

Observation: The Minturn Revitalization Plan Vision Guide recommends and encourages recycling and renewable energy options.

Recommendations:

- Create a Minturn Greens Campaign with canvas bags from the town and a stamp for each store.
- Provide recycling at specific locations.
- Consider bike sharing when possible.

Downtown Minturn





ECONOMIC RESTRUCTURING

Recruit, retain and expand opportunities for investment in downtown.

Downtown Minturn





ECONOMIC RESTRUCTURING

Observation: There is a need to clearly identify the products and services available in Minturn. In addition, it is important to foster a sense of local pride and support for local businesses.

Recommendations:

- Create a list of products, especially unique niche products, available in Minturn
- Strengthen merchants association, initiate a “buy local” campaign

Downtown Minturn





ECONOMIC RESTRUCTURING

Observation: Building inventory needs to be more proactively managed.

Recommendations:

- Consider options to analyze and activate vacant properties
- Occupied space is more attractive than vacant properties with for rent signs. Develop incentive programs for at home businesses and vacant property owners to create (at least displays in window or some sort of a downtown presence) for marketing of both product and venue
- Develop materials for realtors to promote the location for residents, businesses, and property owners

Downtown Minturn





ECONOMIC RESTRUCTURING

Observation: Gain better understanding of the economics of the district.

Recommendation:

- Track key economic statistics for the district which should include a comprehensive business inventory, a comprehensive property/building inventory, building permits and value of improvements (public and private), net new jobs, net new businesses, volunteer hours, program revenues and expenses including in-kind contributions.

Downtown Minturn





ECONOMIC RESTRUCTURING

Observation: Increase support for existing businesses in order to retain existing merchants and ensure their success in the community

Recommendations:

- Work with Northwest Region Small Business Development Center (SBDC) or Downtown Colorado, Inc. to develop business training
- Hold regular monthly/quarterly update meetings with businesses and community (early morning or after work). Create clear business information for website, printed material, and advertisement

Downtown Minturn





ECONOMIC RESTRUCTURING

Observation: Explore and secure grant funding from a variety of organizations

Recommendations:

- GEO – energy efficiency lighting and improvements
- Colorado Council of the Arts – public arts campaign

Downtown Minturn





DESIGN

Takes advantage of the visual opportunities in downtown by directing attention to physical elements:

Public and private buildings
Storefronts
Signs
public spaces

Landscaping
Merchandising
Displays
and promotional materials.

Downtown Minturn





DESIGN

Observation: There is an overall lack of gateway signage, consistent signage design and limited cohesive directional signage system for way finding.

Recommendations:

- Implement a plan for gateway, pedestrian/parking, way finding, and kiosk (bus shelter) signage.
- Utilize the ECO Transit bus shelters to advertise downtown Minturn amenities and events.
- Collaborate with CDOT to investigate the installation of TODS (Tourist Oriented Directional Signs) to direct traffic off I-70 to historic downtown Minturn.

Downtown Minturn





DESIGN

Observation: Cohesive signage and street lighting would assist in identifying parking, businesses, gathering spaces, and other amenities.



Downtown Minturn





DESIGN

Observation: There are many affordable opportunities for the beautification of downtown to develop momentum.

Recommendations:

- Adopt a pot (planter) program.
- Enlist a champion to educate a team of volunteers to assist with maintenance and planting.
- Continue Clean Up days.
- Add street furniture, benches, and trash cans.

Downtown Minturn





DESIGN

Observation: Minturn's history and historic architecture naturally lends itself to community and economic development.

Recommendations:

- Identify local champion to begin historic preservation projects.
- Coordinate an oral history project interviewing retirement age residents of all ethnicities at the Senior Lunches.
- Display historic photos throughout town, e.g., storefronts, shelters, etc.
- Explore façade assistance e.g. establish a revolving loan fund and/or explore funding through the State Historical Fund.

Downtown Minturn

DESIGN

Observation: There seems to be a great deal of uncertainty and inconsistency in regulations and their enforcement.

Recommendations:

- Establish a process to consistently enforce town regulations and ordinances to ensure high quality design and clean and safe properties.
- Facilitate a planning and civics education academy to foster an understanding of the relationship and interaction between citizens and governmental bodies.

Downtown Minturn



DESIGN

Observation: There is a lack of structure to fund necessary capital improvements.

Recommendation:

- Ensure the completion of the capital improvement program. Key improvements are outlined in the ***Minturn Revitalization Plan Vision Guide***.

Downtown Minturn





DESIGN

Observation: Multi-modal improvements along Main Street would improve the function and accessibility of the downtown.

Recommendation:

- Export opportunities to stripe for multi-modal usage, i.e., add bike lane to Main Street.
- Resurface paving when possible.
- Install for bike racks designed in artist competition.
- Improve sidewalk conditions e.g., install new sidewalk connections and maintain existing sidewalks.


Downtown Minturn





Downtown Minturn






DESIGN

Observation: There is a perception that parking is limited.

Recommendations:

- Adequate signage would alleviate the perceived parking problem.
- Provide greater flexibility in parking requirements for downtown building.
- Encourage pedestrian connectivity to alleviate perceived parking issues e.g., installation and maintenance sidewalks.
- If Boulder were one way it could create another 31 diagonal spaces.

Downtown Minturn





DESIGN


Observation: Trail connections to town amenities could be maximized tourist and recreational opportunities for residents.

Recommendations:

- Implement Eagle River Trail with connections to other neighboring trails and town amenities.
- Provide connections to US Forest Service trails.

Downtown Minturn






DESIGN (HP)

Observation: There is a lack of emphasis on the value of Minturn's history. Many people in the community are unaware of Minturn's rich historic past.

Recommendations:

- Name a champion to establish an active historical society to research and compile Minturn's history
- When appropriate establish a clear mission statement for the historical society, recruit more members, and schedule monthly meetings to generate progress.
- The champion and town will need to solicit engaged volunteers to compile and organize Minturn's historic past.
- Interview Minturn senior natives that have perspective into Minturn's historic past.

Downtown Minturn





DESIGN (HP)

Observation: Minturn's history is not celebrated with a designated location.

Recommendations:

- Use the town's opportunity to buy the Catholic Church St. Patrick's Parish to open a historical museum while preserving the integrity of the church's historic architecture.
- In addition produce a self-guided walking tour brochure that is distributed at the museum.

Downtown Minturn





NEXT STEPS

FUNDING MECHANISMS

- Vendor Fees
- Business License Fees
- Heritage Tourism Office/Colorado Tourism Office Grants
- Research grant opportunities for personnel;
- Tax Assistance from General
- Enhance the current working relationship with CDOT 3 Planning and Management Region Engineering Manager.
- Enhance the current working relationship with Region 12 NWCCOG examining opportunities for services and networking.
- Community Development Block Grant or Rural Business Opportunity Grants
- Energy Impact Funding for public infrastructure - These funds could assist the community with public infrastructure improvements, including roads, streetscapes, etc.

Downtown Minturn





FUNDING MECHANISMS

BUSINESS DEVELOPMENT

- Governor's Office of Economic Development and International Trade
- EPA Brownfield's Program
- Governors Energy Office (GEO) and USDA Rural Development (RD) Energy
- Investigate the implementation of a Town Sales Tax Incentive Program
- Small Business Administration and Economic Development
- Downtown Colorado, Inc., etc
- Colorado Brownfield Foundation (CBF).

Downtown Minturn





FUNDING MECHANISMS

FISCAL MECHANISMS:

The Colorado Department of Local Affairs offers
Capital Improvements,
Fleet and Equipment Replacement and
Pavement Maintenance Programs.

Downtown Minturn





NEXT STEPS

ACTION MATRIX

Time	Task	Measure of success	Initiator	Partners
1-3 M	Town Council should declare Main Street a priority.	Adopt a mission statement for improving downtown.	Town Board	Businesses, Chamber, School, hospital
3-6 M	Chamber or other Business association should begin implementing priorities set by visioning committee	Monthly reports to Visioning Committee on progress, Work plans for implementation	Chamber or business association	Visioning Committee

Downtown Minturn





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Downtown Minturn