

Trinidad

Community Assessment



October 1-2, 2012



Committed to the future of rural communities.



**DOWNTOWN
COLORADO, INC**



Colorado

Office of Economic
Development and
International
Trade

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

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Team Members

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

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Introduction

Welcome to the downtown assessment for the Colorado community of Trinidad. Qualifying communities in Colorado have the opportunity to apply for assistance through Downtown Colorado, Inc.(DCI) to participate in a downtown assessment process partially sponsored by the USDA Rural Development Rural Community Development Initiative (RCDI), and completed in collaboration with the Department of Local Affairs (DOLA).

The DCI downtown assessment and training program is a process of gathering community leaders and stakeholders to develop a structure and process for them to support local businesses and the vibrancy of the commercial district. The process results in a road map to guide community leaders in providing services and training to help local businesses thrive.

DCI assembled a team of volunteer professionals including designers, planners, land use, and finance experts to work in Trinidad 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 Trinidad.

Executive Summary

In summer of 2012, the City of Trinidad requested a downtown assessment team visit for October 1-2, 2012. The purpose of this assessment visit was to bring a team of consultants specializing in downtown and community revitalization to provide tools, insights, and direction to help the City of Trinidad with its downtown revitalization goals that include but are not limited to enhancing potential to become a Colorado Creative District and/or Colorado Main Street Community. In anticipation of this visit, the City of Trinidad planned focus groups, and provided extensive background information about the history and

status of Trinidad's past downtown revitalization efforts and the issues facing the community.

Upon arrival in the community, team members were given a presentation on the history of downtown and toured the town. Afterward, the team met with city 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 related to downtown Trinidad, the Creative District, and the prospect of becoming a Colorado Main Street Community.

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 followed by question and answer session open to the community-at-large. The following report provides an overview of the downtown assessment visit, identifies potential partners and resources to help the community, includes observations from the team's visit, identifies issue areas, and makes recommendations for actions the community can take to strengthen downtown Trinidad.

Issue Overview and Historical Context

The City of Trinidad lies approximately 15 miles north of the New Mexico border and 80 miles south of Pueblo on Interstate 25. Located where the mountainous lake country of the scenic Highway of Legends meets the red rock canyons of the east, Trinidad boasts grand architecture and a colorful history in its downtown.

Trinidad itself began as a trading center on the Santa Fe Trail. A large grove of cottonwood trees along the Purgatoire River, near downtown Trinidad, was a favorite resting place for weary

travelers. It was here that they recovered from the difficult journey from Bent's Fort and gathered strength for the even more difficult passage over Raton Pass and into the New Mexico Territory. The town later continued to grow as a hub for large ranching operations and as a railroad town. Immigrants from many nations came to Trinidad to work the rich coal mines.

Trinidad's history is rich and colorful with many areas to build on in celebrating the community as it exists today. Some of the colorful characters include Bat Masterson, who was marshal for a time in the 1880s. He was considered to be a good lawman when not pursuing his favorite pastime of gambling. Wyatt Earp drove the stage between Trinidad and Box Springs, New Mexico. Kit Carson had many adventures in the area. The feisty Mother Jones came to town to support the coal miners in their efforts to gain fair wages and working conditions, and was put in jail for her trouble. In 1935, Will Rogers stopped in Trinidad long enough to observe, "Trinidad, Colorado, has enough coal to melt the North Pole until it runs."

Further evidence of the history is brilliantly displayed in the significant architectural buildings that include the Rapp brothers architecture. The city was built for a population of thirty thousand, but now has dwindled to less than ten. The disinvestment in these large and beautiful buildings showcase the impacts of the boom and bust cycles of the coal economy and stagnant or shrinking population. The history can go on and on with the Spanish history, immigration, bootlegging, the national role in labor history with the Ludlow massacre, the flood & underground city, the impacts of the Interstate highway program/I-25 all lending themselves to creating a rich canvass on which to paint the future of Trinidad.

Observations

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

Positive:

- The city provides strong leadership for the community.
- Trinidad has a vibrant history.
- There are beautiful natural amenities that can attract visitors.
- There is an abundant arts community.
- Community groups are very dedicated.
- Trinidad State Junior College is a willing partner.
- There is a reliance on natural resources.
- Growing popularity as a retirement destination.
- River corridor and trails.
- Recent community initiatives such as Trinidad Community Foundation's Community Roundtable
- One of Colorado's, if not the Rocky Mountain West's most architecturally and historically significant downtowns.

Negative:

- Dilapidated and deteriorating buildings are safety hazards to the community.
- There needs to be a careful balance to maintain buildings and encourage investment.
- There is a lack of cohesion and communication to reach all community groups.
- There are a lot of vacant buildings.
- Reliance on natural resources (boom/bust cycle).

Organization

The first section of this report focuses on organization, which includes developing collaboration, volunteer recruitment and management, fundraising 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 principal components of organization are:

- Public and media relations
- Volunteer development
- Fundraising

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

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. Other districts develop some form of special 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: the most successful communities accomplish their desired outcomes by developing a solid organizational component early in the process to oversee and manage their downtown revitalization efforts. If the community does not create and develop a solid organizational component to oversee and manage the process early on, despite the best intentions of all concerned, the program most

likely will not accomplish the desired outcomes and risks fading away before it 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: The greatest asset that people discussed in Trinidad is the history and beauty of the downtown area.

Recommendations:

Declare downtown as a priority and dedicate the resources necessary to insure its long-term vitality. Downtowns are traditionally the economic, cultural and social center of a community and should be a nexus of investment and development. Healthy communities almost invariably have a healthy and vibrant downtown at their core. Similarly, communities with struggling economies often neglect their downtown areas. Once neglect and deterioration pass a certain point, you will no longer be able to save this as an asset or economic driver.

Consider reactivating the Urban Renewal Authority (URA) to identify financing to support historic preservation, address blight, and create a safe environment. Urban renewal authorities present a flexible option for communities struggling to address conditions of blight. The URA option presents a viable option for the city to pursue because the downtown area is faced with economic challenges, marginal growth and substantial vacancies, the URA option presents a viable option for the city to pursue. Other forms of downtown organization such as a Business Improvement District (BID) or Downtown Development Authority (DDA) can be an option as well, but may present possible burdens on downtown property owners and

may aggravate already precarious economic conditions. As a community that already had an urban renewal authority, this tool should be relatively easy to reactivate. If you would like to have additional education and awareness around financing mechanisms, DCI can assist with training and educational programs in this area.

Apply for the Colorado Main Street Program to assist in developing a structure for sustainable management. The Main Street approach provides a proven, four-point strategy that provides a comprehensive approach to the management and enhancement of vibrant, dynamic urban core areas. DOLA can provide Trinidad with guidance and technical assistance to help effectively implement the Main Street Four-Point approach™. This program can assist in providing a structure to existing initiatives to help reduce the burden of management of initiatives.

Utilize the momentum around the creative district designation to build enthusiasm and engage larger audiences. The Colorado Creative Districts program is a product of Colorado Creative Industries, a division of the Colorado Office of Economic Development and International Trade (OEDIT). Creative Districts are recognized for the presence of arts-related industry and trades, and make significant contributions to the economic and cultural vitality of the community. This program has generated great excitement and energy that can be utilized to engage more people in the downtown renaissance.

Hold quarterly education and awareness programs to inform and engage the community. These education and awareness programs could be folded in a yet to be developed Leadership/Civic academy project that will allow folks interested in participating in government, non-profit or business management, or the community initiatives to learn about all of the public and private

organizations, the processes and structures that guide them, and current initiatives that each group is working on in partnership with the others. This training will allow interested people to understand the community and engage with the groups in an educational atmosphere prior to running for election or accepting a new job to ensure that sustainable partnerships are developed beyond one personality, administration, or conflict.

Observation: There is a lot of energy, activity, and efforts to keep Trinidad wonderful.

Recommendations:

Bring together all community groups to discuss vision, objectives, and roles in downtown Trinidad. A community-level 'retreat' event could serve to accomplish this goal, and bring together all stakeholders in a brainstorming environment much like the community round tables have begun to do. Retreats are also useful for separating all interested parties from extraneous influences and focusing them upon addressing a common goal.

Determine the unique identity of Trinidad and focus activity to achieve community wide objectives. Settling upon a commonly-agreed upon identity of the Trinidad community will allow residents to develop a greater sense of community pride. The beautiful surroundings, diverse population, and rich history of Trinidad should be highlighted in this identity-building exercise. It is advisable to use an outside consultant who is objective and new to the community as this will provide a new view of Trinidad. DCI can offer referrals of several different professionals who work with downtowns and communities if needed.

Consolidate the number of initiatives under fewer committees with specialized task forces for each project. The number of committees and initiatives has the potential of causing confusion, alienation, challenges

communications, and may cause burn out of the more active groups. Creating larger umbrella concepts with specific task forces to implement focused projects will allow more structure with fewer meetings. This allows for more time to go towards implementation and accumulating successes. This will help focus community efforts and reduce overlap and duplication of efforts. Groups should be prepared to think “outside the box” and avoid reactionary responses centered on territorialism/turf issues. Groups should remain focused upon the goal and not get lost in the means or methods of achieving that goal.

Observation: Traditionally, there has been an incredible number of plans completed but little engagement or implementation. A few efforts by the city are breaking this pattern – for example, progress on funding and implementing the signage and wayfinding plan.

Recommendations: The city and various groups have done their homework! The plans, surveys and work of the roundtable groups are really well thought out but now is the time for implementation.

For every plan, create an action plan for accountability with a timeline for implementation and include responsible parties, deliverables, and milestones. Action plans bring responsibility and follow-through to the planning process, and insure that planning efforts do not become purely theoretical exercises with little practical application. In addition, action plans insure that planning goals will survive changes in personnel and administration, and force subsequent staff to examine and evaluate progress towards these same goals.

Identify a method of developing consistency in leadership through training, awareness, and engaging champions through a leadership or civic academy. Involve a representative from local governments, community initiatives, and youth/college representative in each cohort.

Leadership programs help to build community by fostering knowledge, skills, and abilities among highly motivated individuals who volunteer to participate in the program. Future leaders of the community can learn the essentials of local government management, community resources, emerging issues, and local cultural dynamics.

Observation: Word of mouth communication only reaches so far into community audiences.

Recommendations:

- Develop regular monthly meetings of city, county, merchant group, Trinidad State Junior College (TSJC), and other civic leaders. It is important for the leaders to identify the various roles and work together on project development and implementation. (Example: Brush Economic Development Stakeholders)
- There needs to be a greater focus on supporting business and a consolidation or strengthening of programs and partnerships for business. There should be a unified effort to identify training needs, how events, marketing, and activities support retailers and restaurants, etc. The businesses and city administration should come together monthly for an early morning meeting to discuss current events, needs, issues, etc. Don't forget to discuss how businesses contribute to making the community a great place!
- Establish a centrally-located community calendar that is accessible to all and consolidates meeting information. Designate a responsible individual/agency who will manage the calendar and continuously provide outreach to all community groups and include meetings for community engagement, fun activities and events, support services, partnership opportunities, etc. (Example: Wellington, Colorado).
- Create volunteer and internship clearinghouse for all opportunities downtown. Providing opportunities for the

public to participate in the revitalization of downtown creates community 'buy-in' and energizes the public around the idea of promoting downtown. This can lead to increased activity and vitality of the downtown area.

- Engage community college students to better utilize internet, websites, and social media. This is key for communicating with younger audiences and tourists. The students of Trinidad State Junior College represent a tremendous untapped resource in the community. Consider appointing a liaison to market downtown to TSJC. The participation of students can breathe new energy into the community. See Appendices for more information about employing staff or interns with a focus on downtown.
- Create a monthly column in the local newspaper with a title such as "What's Up Downtown?" Cover all the happenings downtown, both from a policy perspective (new projects, new initiatives, meetings and opportunities to volunteer), as a booster (celebrating new businesses and rehabilitation projects), and as a promoter (covering events big and small, holiday shopping, or the fun of going to dinner, a museum or the riverfront park, etc.) Make it fun – for example, cover the mystery of who is drawing celebrity portraits on downtown buildings. People tend to trust a newsworthy source more than they do paid advertising. As long as the column is genuine and points to real goings-on downtown, it can help generate "buzz."

Promotion

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.

Promotion is one of the four key points in building a vital downtown. Marketing and promotion sells a positive image of the district and encourages consumers and investors to live, work, shop, play and invest in the district. When marketing a district's unique characteristics to residents, investors, business owners, and tourists, an effective promotional strategy forges a positive image with accurate information. This image can then be reinforced through advertising, retail promotion activity, special events, and marketing campaigns.

Overall Objective: Develop communication and partnerships that accurately reflect the eclectic community and traditions.

Recommendation: Designate a certain amount of event funds from tourism and events budget to engage the multi-cultural groups (planning committee). Include groups such as the Hispanic Chamber of Commerce among others, and develop means of outreach, contact lists and ambassadors.

Observation: There is a lack of cohesive vision and understanding of the community. Trinidad needs an overall brand that contains focused messaging to both visitors and locals.

Recommendations: Developing a brand and identity will enable you to attract new businesses, investment from developers and prospective residents. District branding is your reputation. It should be unique, reflecting your history, culture and your vision. It should be authentic. A unique branding can attract

tourists, enhance community pride, and provide a consistent image and message, which will be the basis for all marketing strategies. It should identify reasons why a consumer would want to work, live, play or visit in Trinidad. It should focus on two different types of consumers, the local and the visitor.

Work with a professional marketing consultant to develop a brand and identity for the community and then stick with it. A few ideas could be: “Trinidad: The more you know, the more you love!” or “Trinidad Loves Company.”

Work to identify event objectives and develop quality over quantity with events.

Update the strategic events matrix and look at objectives, organizers, participants, marketing and operations. It was a general consensus that current events could be enhanced and strategically promoted. Take a look at the downtown events, what they do for the community and how they can be improved through celebrating the multi-cultural history, the arts, recreation offerings, children/students, TSJC and retail involvement. For large events, make sure they are widely promoted on the Historic Trinidad and chamber websites. The event calendars are extensive—which is great—but the larger events seem to get lost

in with smaller events. After event objectives are established, create a separate “Downtown Events and Festivals” page to describe the history, list sponsors, post announcements for vendors, etc.

Develop objectives and a strategy for attracting tourists and then work to implement that plan.

- Work with a professional marketing consultant to develop a 2013 Marketing and Public Relations Plan. Remember that implementation of and updating the marketing plan is just as important as the creation of it.
- Consider assigning an entity to manage downtown much like a mall. This entity should help business owners to work together and develop uniform hours, appearance, and promotions. Identify who will drive this process to be the point of contact.
- Enhance ONE online site for information and all links to downtown Trinidad (include realtors, relocation info, schools, libraries, museums, art galleries and businesses). Have links to other community websites, economic development, city and county, etc.
- www.historictrinidad.com is very useful and has some great content. Continue to

Event	Month	Kid	Teen	Dtown	Retail	Music	Food	Who runs it?
Labor Day Weekend Rodeo & Festivities	Sept	X	X					Trinidad Round-up Association
Santa Fe Trail Days	June	X	X	X		X	X	
Trinidadio Blues Festival	Aug	X	X	X		X	X	

enhance this site and use it as the main site for all tourism, downtown marketing, and collateral and social media materials.

Observation: The lodging tax and tourism board dollars are a great resource for marketing the community.

Recommendations:

- Consider having a more structured process to encourage communication and community engagement through the tourism board. Include one lodging, one restaurant, one city council, one Creative District representative, and one retail or arts business or non-profit on the board.
- Develop a process for the tourism board to create an annual plan and recommend it to council for approval. Provide quarterly updates on projects with time for community input and feedback.

Observation: State resources are not being fully utilized

Recommendation: Work with CDOT to place marketing collateral material in Colorado Rest Stop located directly on the outskirts of Trinidad. Make it easy for the Welcome Center staff and volunteers to direct folks to local businesses by providing a list of talking points, maps or directions to get people to Trinidad.

Observation: The rich history, natural beauty and amenities of the area have great marketing potential.

Recommendations:

- Consider more focused marketing efforts around recreation opportunities like fishing, biking, etc. Celebrate the multi-cultural heritage by incorporating traditional workshops, activities into the current events.
- Highlight the river-walk and parks in marketing collateral and advertising materials. One of your strongest assets is the river running north of the district. Use

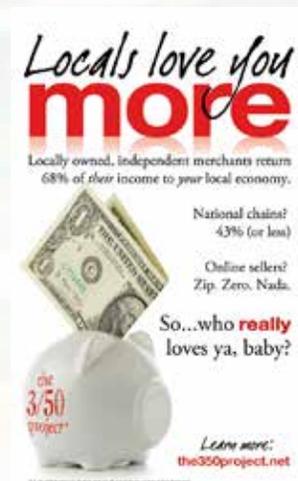
this natural resource as an attraction to your district.

- Create an “Itinerary Package” that includes a half-day, full-day, and weekend of activities and events that people can engage in. Include natural amenities, shopping, dining, and entertainment.

Observation: There seems to be a strong focus on bringing in tourists. Locals are an important market to help revitalize downtown Trinidad.

Recommendations:

- Consider how to engage locals in the downtown and activities. Develop a shop local campaign with incentives to encourage locals to shop downtown.
- Have third Thursdays, first Fridays or Second Saturdays be LOCALS night! Downtown discounts and deals (focus on college kids, cultural groups and creating a habit of being downtown). Consider events with live music to draw the TSJC students, work with the chamber to recruit “business of the week or month” sponsored by the chamber and have them host the event or activities.
- For events with local appeal, bring kids downtown – it was observed that where kids go, their parents follow. Maintain events and attractions for the local market – such as a movie theater and the types of food, music and entertainment that is of broad appeal.
- Develop a plan around heritage and arts tourism to accentuate the identity of the community. Use social media, downloadable apps and emphasize your walking tour. The historic panels that are being redesigned can be available online and downloaded.



Follow these steps for building a Shop Local Campaign in Trinidad (See more shop local materials in appendix):

Step 1: Engage your stakeholders Assign this task to Chamber of Commerce

Reach out to all businesses, business support organizations (like non-profits, chambers, downtown business associations, etc.), as well as to the local government, county government, and economic development groups. Bring in 5-10 key representatives to start the process. Invite them to a simple discussion to assess what to highlight and how to approach the new campaign.

Step 2: Determine the best slogan

Some common phrases chosen by communities are Buy Local First, Buy Local, Shop Local, Homegrown, Stay Local, and Buy Close By. Determine which best suits your town or create your own unique slogan. Some examples are:

- Colorado Springs: There is only one Downtown
- Boulder: Love the Local
- Parker: Go to Town
- Brush: Don't Rush through Brush

Step 3: Promote your most powerful benefits

There are numerous lists of the benefits to shopping locally available online or at Downtown Colorado, Inc. It is useful to have short bullet points and longer more detailed explanations. Here are some benefits that are often highlighted:

Educate consumers on the benefit to shopping local to support local community services. Shopping local is frequently becoming an ethical decision for consumers who want to reinvest in their communities. Teach people the benefits of voting with their dollars locally by educating them on how shopping locally positively impacts their community. Both Golden and Boulder have created online web pages to do just this. Explain that local services such as local law enforcement, fire, libraries,

and schools are funded by sales tax dollars. Highlight that spending in the community, helps to keep your community top notch. Spending elsewhere supports someone else's school.

- **Highlight that your economy is local.** Just telling people to "shop local" may not change behavior. Many communities have noticed greater impacts when the businesses and customers can easily see the impacts of their spending. Some ideas for achieving these results are to create spending local cards, or "cash," or somehow mark a certain number of bills that will be spent in the community.
- Some chambers might have cash prizes at events with a request that dollars be spent locally. The prizes can be given out in only \$2 bills so that each merchant will notice the bills when they come through the system. Some communities create "dollars" that act as coupons or collect receipts from local stores equaling a certain amount. Merchants who track local spending can redeem coupon, or customers who have receipts from all merchants in town might qualify for a drawing.
- Build loyalty through local coupon books and gift certificate programs. Loyalty programs are everywhere these days and for good reason. You can create your own loyal following by offering benefits through coupons, gift certificates, or frequent shopper programs geared toward downtown stores. La Plata County created a Be Local coupon book of local retailers. The Colorado Springs Downtown Partnership has created a Downtown Colorado Springs gift card in varying denominations that is accepted in more than 100 local retailers. Carbondale is currently holding a drawing for an electric car; shoppers receive a ticket when they shop at one of 200 participating Carbondale businesses.
- Traveling costs money and gas. Spending locally is more affordable and

environmentally beneficial. Lots of small town residents are accustomed to driving distances to shop. Use this campaign as a way to encourage your community to be green, save money, and save the gas by shopping at home.

- Design a printed directory for your downtown and distribute it. It is important to have an online directory, but for those who are wandering through downtown, a printed guide can be a big help to encourage shopping. Check out Denver's Old South Pearl Street guide for a good example. Many downtowns also build a large downtown directory, similar to what one might see in a mall.
- Share the news of what you have in town. All over the state we hear how small towns may not have everything that people need. Downtowns are different than they once were; they may not all be able to provide thread or socks, or other day needs. There will always be things that people need to leave town to find. But you might even surprise yourself with what you do have. Ask local businesses to provide a list of "Did you know we have?" and highlight each store on-line or through local outlets to inform the community of things that can be found locally.

Step 4: Develop strong collateral materials

Just because resources are tight in a small community doesn't mean you can't make a big splash with a few targeted materials. A window sticker or sign is one way to involve merchants and create an attention-gaining visible presence in the downtown. If resources permit, the shop local logo or stickers can be added to local directories, maps and signage, t-shirts, and kiosks or bus stops. Part of the campaign materials might also include a buy local coupon book and/or punch cards, and a short postcard showing the benefits of spending in the community.

Step 5: Start with a bang-up media campaign

One of the benefits of small towns is familiarity with the local newspaper. To ensure that your message gets out, ask if it will be possible to write the article for them and also draft a press release for the newspaper, television, and radio if applicable. Interviews will give you a chance to provide more details of the how and why of the program.

- Consider having a shop local table at any and all local events; give balloons to kids and use the opportunity to talk to their parents. Work with merchants to develop retail events that can be combined with the shop local initiative.
- In-store events will allow you to further distribute the materials already developed as well as promote the stores' events.
- Nonprofits, rotary, chambers, downtown business associations, libraries, museums, and schools are also important partners in a shop local campaign. Provide all partners with materials, lists of events, and have regular meetings to share information. When possible, present the campaign to membership groups at monthly meetings. Press coverage is often more effective than advertising.
- Don't forget to use your existing website and promotional materials to promote the campaign. Use your social media tools as well. If you have a Facebook page or group, use it to promote the shop local campaign. Community support will begin to grow as you build your shop local campaign in these new and highly utilized medium. Visit Facebook and search "Buy Local" or "Shop Local" to find examples of how to set up this information.

Step 6: Measure Success (Know when you have succeeded)

Once you begin the campaign, you want to be able to point to the success of it, or be able to identify areas that need adjustment or need to be strengthened. The best way to do that is to ask questions of your community, both residents

and businesses, most often through a survey or similar questionnaire. You can find examples of surveys almost anywhere, from local community colleges to small business development centers, or even the Office of Economic Development and International Trade. And if you don't have the manpower to conduct the survey or gather the results, students in marketing or business classes may be available at little or not cost.

Step 7: Be sure that you can replicate and expand the Shop Local campaign

If you can do the initial steps successfully, it will be important to consider how to further grow the program. Some ideas include:

- Business-to-business local transactions. Talk to your businesses to determine which supplies and services they purchase regularly and where they are purchasing. If you can find out what materials and products your local companies need, as well as what is available locally, you can encourage local businesses to order from local sources.
- Look for opportunities to do group purchasing for things that aren't sold locally. It is possible to arrange for group purchases to save money on shipping and reduce costs by buying in bulk. All your local businesses benefit from the lower price and relationship that is established.
- Consider how to reward local purchasing. This might start with the city council adopting a policy to account for lower shipping and transportation costs when assessing local bids. It is also worthwhile just to remind local governments about the buying local policy. Keep it fresh by offering announcements or gift certificates to local stores if people take special initiatives to participate in the buy local program.
- Make sure to highlight government services to buy local. This might be stamps at your local post office, support for your local utilities and civic services, and highlighting some of the products that the school or library offers.

Economic Restructuring

The focus of economic restructuring is to assist in efforts to recruit, retain and expand opportunities for investment in downtown. This is accomplished by ensuring that investors and businesses are aware of all of the resources available for assistance 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 strong relationships between downtown businesses, residents, and users.

Observation: The historic buildings in the downtown area are deteriorating and strategic action must be taken.

Recommendations:

- Focus resources on downtown infill development and stop all sprawl activity.
- Work with groups to identify a process for doing a building survey.

Observation: Codes and zoning won't help if enforcement doesn't have ramifications.

Recommendations:

- Evaluate whether existing information of ordinances and procedures is adequate. Develop a one stop shop to work with businesses and property owners to understand the rules and processes to implement changes.
- Engage stakeholders to determine how to best approach improving enforcement. Complete this process in a timely fashion, and advise all owners of any changes in policies or procedures, as well as resources that might help owners to better maintain buildings.
- Ensure that the existing building provisions contained in the Uniform Building Code or International Building Code are not only adopted, but that inspectors are trained in their proper use.
- Enforce codes that create a positive

investment climate while preventing “demolition by neglect” to prevent buildings from becoming health and safety hazards.

- Empower inspectors to enforce codes and don't let it go if the courts try to let people slide.
- Consider using peer pressure by recognizing quality rehabilitation and maintenance projects for historic buildings.

Observation: There are insufficient financing and support options for property owners and businesses.

Recommendations:

- Develop a property enhancement program with a match for private investment into properties and businesses. Consider options such as an urban renewal authority and site-specific urban renewal project areas, leveraging funds for a revolving loan fund (with grants from USDA or other entities), the State Historical Fund, and other sources. See examples such as Golden's Building Improvement Grant program.
- Work to develop the incubator concept around the arts with a community interaction piece to view the artists as they work. Consider live-work programs to create affordable housing/artist space.
- Engage the banking community to identify funds and programs to better support business and property owners. Encourage participation in revolving loan funds and SBA loan programs.
- Develop a small business development program through the TSJC (i.e. Small Business Development Center [SBDC] or Small Business Network [SBN]). Consider a downtown location.
- Work with Colorado First Grants to develop cooperative programs to identify training and programs through the community college.

Observation: The community would benefit from a better quantitative understanding of markets and workforce needs.

Recommendations:

- To better understand the market needs that should be filled, and areas of the workforce that can be expanded on, consider establishing a plan to realize those markets. Work with downtown business owners and the chamber to develop a point of sale survey which includes where customers are coming from (zip codes), what they would like to see downtown, and what type of businesses or services would attract them to return to Downtown Trinidad. With this information, create consumer profiles to use for business attraction. This process should also include analysis of retail leakages to better understand customer base downtown.
- Work to identify key workforce needs in downtown that might link to community college department. Reinstating a building trades program with entrepreneurial skill development would be strategic to grow small businesses and an entrepreneurial attitude for downtown.
- Consider a quick study of the housing market in the downtown area to create a larger downtown resident community. Identify prevailing rents for different market segments and potential demand for rental and for-sale housing.

Observation: The community has become a destination for retirees who would like to see a vibrant downtown, and who (along with long-time residents) may have money to invest.

Recommendations:

- Develop a Local Investment Opportunities Network (LION) or similar group to connect investors to business start-ups and expansions. Partner investors with business assistance providers (such as SBDC) to help entrepreneurs overcome barriers to access to capital.
- Consider other options (such as crowdfunding) to allow locals to invest in business start-ups and expansions.
- Consider owners of home-based businesses

who may be interested in moving into a storefront.

- Consider “pop-up shops” as an option for potential entrepreneurs to try out a business model.

Observation: The community roundtable has created areas of opportunity in job creation and economic development that includes new businesses and industry.

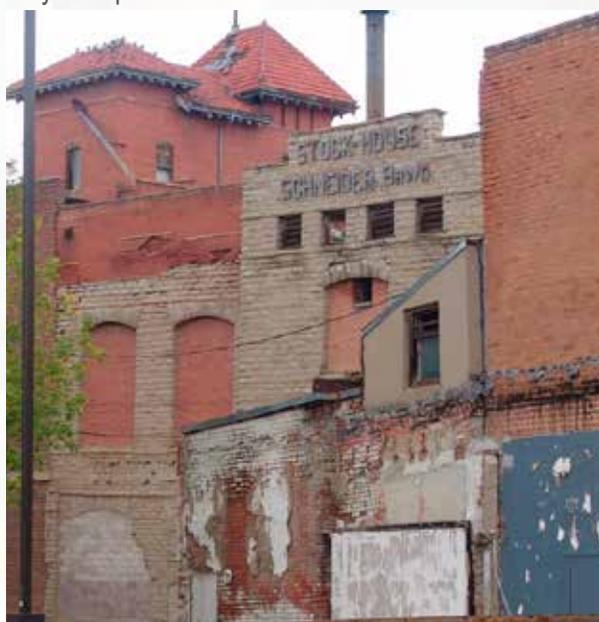
Recommendations:

- Work to identify strengths of the current workforce to match with potential opportunities to provide a targeted business attraction campaign.
- Provide a motivation for local businesses to come back to downtown such as cooperative marketing programs.
- Develop an economic development rapid response team of key decision makers to be able to appropriately respond to business attraction and expansion opportunities. i.e. economic development, code enforcement, utility, taxing entities.

Observation: The community roundtable identified the need for a new or renovated hospital. Healthcare is a key component in economic development.

Recommendations:

- Work with the hospital to identify demand and additional health care needs.
- Include access to healthcare in economic development promotional tools.
- Work with programs such as Live Well Colorado



and Colorado Strides that can assist in identifying rural health care needs and provide the economic impact of meeting health care needs.

Observation: There are needs for youth employment and job skills.

Recommendation: Establish a Youth Corps program to employ youth in jobs that benefit the community and the downtown. Work with organizations such as the Southwest Conservation Corps and the Colorado Youth Corps Association to develop a funding and administrative model. Consider AmeriCorps or AmeriCorps VISTA to fund oversight staffing of the program.

Design

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. Its aim is to stress the importance of design quality in all of these areas, to educate people about

design quality and to expedite improvements in the downtown. 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: Buildings are in disrepair and safety issues have been expressed regarding falling bricks, walls, and floors. Vacant buildings continue to become degraded through lack of

maintenance, failing roofs, and failing structural walls. Preventing further deterioration occurring due to water infiltration and other threats is critical.

Recommendation: Establish a program to allow full downtown review of historic buildings to determine those requiring immediate repair to promote safety to pedestrians and adjacent buildings. High priority structures (those needing roof, or brick, or structural) should be addressed with safety and structure protection issues. Establishing a deferred payment loan program would be an ideal tool to enable owners to keep out weather and halt further deterioration. Once protected, these structures can be redeveloped as the economy and market dictates.

Observation: Linkages between the river trail and the downtown is limited due to lack of cross walk connections at the tracks, lack of ADA connections between the street and the trail and connections west to neighborhoods across I-25. Linkages between downtown neighborhoods and the Main Street district are limited in part because of ADA non-compliant curbing, walkable trails and walkways, lighting, and designated signage.

Recommendation: Establish and implement a walkable Trinidad master plan as part of the Trails Master Plan or as a stand-alone element that designates connection linkages between established regional recreation trails and the



downtown shopping district. This plan should also identify neighborhood connections into the downtown using residential streets and walks, low level lighting, signage and pavement striping. Connecting schools, neighborhoods, parks, trails and the downtown businesses with walking trails means easier access into the downtown for the community.

Observation: Pedestrian space is limited to a couple small alley-way passages, one larger paved plaza monument, and varying width sidewalk. The largest undeveloped spaces in the downtown are now used for parking or for back alley storage. These areas are partially paved, uneven and often dangerous to walk across.



Recommendation: Create a plan for either back alley conversion or public plaza space which can be used for local celebrations, performances, farmers markets, local vendor stands or traveling art. Explore options for building set-backs from the walk to locate outdoor seating and displays. Consider building on the space located at the Coal Miner's Canary.

Observation: There are a lot of dirty windows, walkways, dirty building entries, chipped paint, broken windows, raggedy and outdated signage. Vegetation is overgrown, dead, and often dangerous for pedestrian movement.

Recommendations:

- Establish a maintenance program for



Primary Gateway Sign

Secondary Gateway Sign

Primary

Secondary

Tertiary

sidewalks. Sidewalks must be swept or washed daily on property in the business district and on adjacent vacant properties. Sand and gravel, chipped paint, dirty windows and signage should be cleaned and upgraded weekly.

- Consider instituting a full city-wide downtown tree pruning program to thin mature trees, remove overgrown shrubs, remove weed trees, and prune away dangerous safety conditions.
- Consider expanding plant and tree pallets to promote a more sustainable variety of species.
- Inventory and update tree grates around mature trees, which are unsafe for pedestrians and may be hindering full growth of trees.

Observation: Downtown is not identified from I-25 and downtown features such as parking, are not signed well.

Recommendation: Implement Phases 1,2,3 of the 2011 Wayfinding plan adopted by the City. Consider informational kiosks located at active pedestrian areas like at Safeway and elsewhere downtown.

Observation: Some shop windows are cluttered and hide the true purpose of the shop. Shop signage is spotty and only functional at successful shops along

Main Street. Vacant buildings have windows which present aged shops in disrepair, dusty storage, and present an image of disregard.

Recommendations:

- Work with SBDC, DOLA and DCI for referrals on merchandising professionals to conduct shop merchant training on individual promotion, and tips for merchandizing products and creating unique, eye-catching displays.
- Encourage business owners to have nighttime interior lighting, spot lighting on facades, and to present an overall inviting shop experience.
- Vacant buildings should have windows blacked out or used for displays for adjacent active shops, or of local arts, history, etc. Work with property owners of vacant buildings to institute window display projects



with the active stores, junior college, and local organizations. Window displays could even envision/depict a potential business in the location.

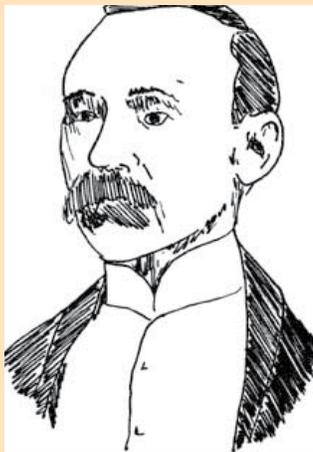
- Develop guidelines for “for sale” signs to minimize their appearance for each structure or realtor. Multiple for sale and for lease signs only communicate low value property.

Rapp it Up Trinidad!

Observations:

- The community demonstrates a strong interest in its architectural history and character. The current state of many downtown buildings makes it difficult to experience past glory.
- The eclectic architectural heritage contributes to an uncertainty about the city’s architectural and urban identity.
- There is little evidence of current awareness of the role of architectural tourism in economic development.
- The late-19th and early 20th C. Trinidad based firm of Rapp & Rapp is historically important but unfortunately not due to its connection to Trinidad.

Support:



Who were Rapp & Rapp?¹
Isaac Hamilton Rapp, (1854–1933) notable American architect known as the “Creator of the Santa Fe style.” Rapp learned his trade working for his father, a sometime architect and building contractor in Carbondale, Illinois. He left in 1887 and by 1889 had moved to Trinidad, Colorado where he joined with

C.W. Bulger in establishing the architectural firm of Bulger and Rapp. The company dissolved after about five years at which point Rapp’s brother William Morris Rapp moved to

Trinidad and the firm of Rapp and Rapp was created. (This should not be confused with the architectural firm of Rapp and Rapp, noted for their theatre designs, composed of Isaac Rapp’s two youngest brothers, Cornelius and George.) Eventually a third brother, Charles Rapp moved to Trinidad, but did not join the architectural firm.

Recommendations:

- Celebrate Trinidad’s architectural design history through interpretation and event programming.
 - Research architectural history
 - Create interpretive framework (e.g., Origins: Before the Santa Fe Style)
 - Create event (e.g., exhibit, light show, seminar)
- Use the architectural event to:
 - Build community awareness and pride.
 - Build understanding of this architecturally-based community asset in future tourism development opportunities.
 - Tie Rapp legacy into other the importance of eclecticism and other architects (E.g., Frank Edbrooke) and vernacular building.

Urban Conservation: The whole is more than the Parts

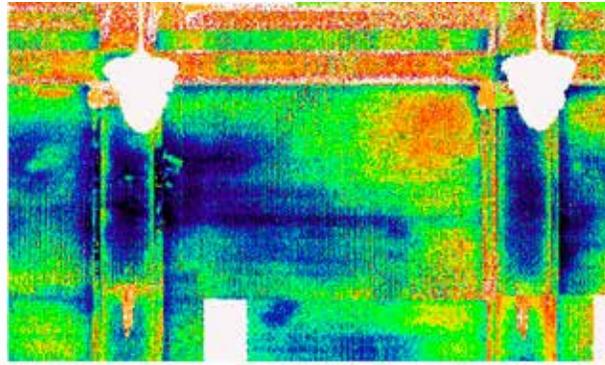
Observations:

- Many fine old downtown buildings are deteriorated, making deciding on priorities difficult.
- There are few public policy / programmatic “tools” for creating priorities (e.g., SHF Historic Structure Assessment (HSA) grants), but doesn’t help a community with such a rich architectural history decide where to do more detailed analysis.
- Colorado has a wealth of professional expertise in architectural conservation, preservation engineering and rehabilitation construction.
- Outside expertise can create a community

“buzz.”

Recommendations:

- Trinidad should capitalize on the “Corazon de Trinidad Historic District,” which is also the creative district, is a Colorado Preservation, Inc (CPI) designated Endangered Place.
- Develop a “visiting panel” approach (like this DCI group) around the concept of building deterioration analysis and repair prioritization (i.e., ‘urban triage’)
- Partner with professional/trade organizations with complementary skills. (e.g., DCI, Association for Preservation Technology (APT), Rocky Mountain Masonry Institute (RMMI), Colorado Brick Council, and Colorado Preservation Inc. (CPI).
- Identify 10 to 15 buildings that “need help” but for which the historical importance, degree of deterioration, potential reuse, and magnitude of costs are unknown or otherwise problematic.
- Organize and host a 2-3 day site visit by architectural conservation, building engineering, energy retrofit, and rehabilitation contracting specialists. This group may include a mix of Colorado and national experts.
- Product of this panel becomes a report and presentation similar to this DCI Assessment, but for a more technical building analysis purpose.
- Use the report and “buy-in” to prioritize future conservation and restoration activities.



DSI Trinidad: Building a Multi-Generational, Design-Centric Approach to City Pride

Observations:

- You have an extremely rich and important architectural history! (Believe it.)
- There seems to be a disconnect between community youth (high school and college) and the wonders of the downtown.
- “CSI: Crime

Scene Investigation” has popularized (and made interesting!) the role of knowledge in problem solving.

- There are many exciting science-based (STEM) “tools” for better understanding building imaging (e.g., photogrammetry), measurement (e.g., 3D laser scanning), energy performance (e.g., thermographic imaging), design representation (e.g., 3D CAD and BIM), design fabrication (e.g., 3D printing and CNC fabrication).
- Social media (e.g., Tagwhat, Google Earth) already have Trinidad “represented.”

Recommendations:

- Identify and use science-based technologies that can be applied to understanding the buildings of downtown.
- Identify and partner with funders and technical consultants for using these technologies.
- Partner with local schools (K-12) and TSJC for documenting and “virtually building” downtown Trinidad.
- Engage students in disseminating virtual

and physical representations through social media and physical models and exhibits.

Forming District Structures

District management structures create an intermediary champion that will provide support in the objective areas that Trinidad sets. So far, the community has chosen to focus on creative industry and the downtown through the following district management programs.

Colorado Main Street Program

Observation: There are many efforts occurring in the four points of the Main Street Approach (Design, Economic Restructuring, Promotions and Organization). An umbrella organization with staff is needed to coordinate efforts. The city has been successful in coordinating and consolidating efforts at this point and enjoys political support. A committee/board and city position consolidating downtown and creative district efforts would help ensure efforts are established and sustainable.

Recommendations:

- Appoint a steering committee and staff position at the City to guide the downtown revitalization effort.
- Adopt a 2013 workplan
- Organize teams in the four areas, building on existing community efforts. Create job descriptions and recruit members using the workplan and existing efforts as recruiting tools.
- Apply for Main Street candidacy by the end of 2013
- Explore options for an independent downtown revitalization (Main Street program) organization within 3-5 years.
- Establish baseline data for the downtown including existing businesses and business mix, vacant spaces (ground, below-grade and upper-floor), sales tax receipts, average commercial rents per square foot and available spaces.

Creative Districts Program

Background:

In 2011, the Colorado legislature passed HB11-1031. In brief, it encourages the formation of Creative Districts in communities, neighborhoods, or contiguous geographic areas, for the purposes of:

- Attracting creative entrepreneurs and artists to a community, infusing new energy and innovation which in turn will enhance the economic and civic capital of the community
- Creating hubs of economic activity, thereby enhancing the area as an appealing place to live, visit and conduct business, as well as create new economic activity
- Attracting visitors
- Revitalizing and beautifying communities
- Providing a focal point for celebrating and strengthening a community's unique identity
- Showcasing cultural and artistic organizations, events, and amenities

The legislation is written broadly enough to ensure that the Creative District concept is relevant to places large and small, urban and rural, well-established and new. Still, they will have things in common: Creative Districts are defined areas that include a mix of uses within their boundaries, and they are typically small enough to be walkable.

All include arts/cultural assets and non-profit as well as for-profit creative businesses. Most will incorporate complementary non-arts businesses such as restaurants, offices, retail stores and housing. Districts may offer events like art walks and arts festivals. Often they will include community gathering places such as a plaza or park.

Recommendations for enhancing features of Creative District:

In 2012, after a highly competitive review process, the application submitted by the city

of Trinidad to Colorado Creative Industries was approved for designation the area known as the Corazon de Trinidad National Historic District area as an Emerging (entry level) Creative District. The following information shows four areas of focus required in the application, brief observations on the work already done in those areas, and preliminary suggestions for strengthening the creative district efforts in terms of each area of focus.

Area of Focus: District Characteristics

Observation: There is a well-identified physical creative district overlaying the Corazon de Trinidad National Historic District, with an identity that is considered a creative district by many. The district has a rich built environment that reflects the history and character of the community. It is a potential hub of economic activity with an existing mix of arts and cultural assets, restaurants and other businesses. There are a number of Arts and Cultural Events that happen in the district. There are projects underway and a built environment that indicate ongoing revitalization and beautification effort.

Recommendations:

- Throughout the district there should be physical evidence that demonstrates that the creative district exists and what its physical boundaries are. There is a mix of venues and businesses that could better coordinate scheduling, hours of operation, promotion and variety of services to create a better, and longer, experience for visitors and locals downtown.
- Strengthen the district's presentation of arts and cultural events by focusing on the quantity and quality, through collaborative planning and promotion, and including such activities as Art on the Street and programs or activities that showcase the heritage and culture of the diverse population which has made the area unique and interesting.
- The district has made a great start in

revitalization and beautification efforts which could be improved through more focused planning with designated priorities, tasks, work assignments and plans for sustainable funding.

Area of Focus: Management and Planning

Observation: An individual (City Planner) has been designated and is actively coordinating creative district activities. They have established a steering committee, which includes representatives of local government, for profit businesses, non-profit groups, and artists/creative entrepreneurs. The city has an overall management or business plan that integrates the creative district into other planning efforts. There is a vision for the district that includes measurable impacts (data collecting and reporting for final report). There is a formal commitment by local government as the creative district is based at city.

Recommendations:

- It is great that key city staff are coordinating the program. The efforts by city staff could be enhanced by the community embracing this and empowering the coordinator to move forward. Strengthen the steering committee by formalizing the roles and responsibilities of each member.
- Particular attention should be paid to engaging members of diverse cultural groups as part of the planning teams, and involving more than one cultural group in event and activity planning would strengthen this group of stakeholders.
- Planning should take into account the inclusion of representatives from public, non-profit and the private sector. Ensuring that the city's future management and strategic plans include the creative district would help stabilize the program and ensure its continued development and operation. A more formalized structure and process will help strengthen the effort over time.

The creative district has begun collecting preliminary data on the measurable impacts of the creative district, finalizing and incorporating that data for the final reports as well as instituting on-going measurement and evaluation processes will help show the impact of the district, help leverage other funding, and provide potential stability.

- The formal commitment by the city government may be strengthened by broader community involvement, the development of effective funding strategies, data collection, reporting, and evaluation.

Area of Focus: Community Buy-In

Observation: There is already active community involvement and participation in the creative district efforts. Numerous programs and venues exist that help attract local and tourist participation.

Recommendations:

Involvement and participation could benefit from a formalized plan for integrating community efforts with other downtown revitalization efforts and with the work of other community groups (e.g. the Trinidad Community Foundation). In particular, the engagement of Trinidad State Junior College faculty, staff and students would be beneficial to the creative district efforts. Involving students from the world-renowned gunsmithing program as well as other arts, business and vocational programs to contribute to events and in hands-on work in the district, would greatly benefit the community. Existing programs and venues could be enhanced by careful planning, collaboration, and targeted marketing and promotion for locals and for visitors.

Areas of Focus: Other Factors

Observation: There are preliminary plans for youth involvement (including TSJC students) in the creative district efforts. There are a few

public gathering spaces and venues, preliminary plans for the creative re-use of vacant spaces, and some discussion of the inclusion of live/work spaces for artists.

Recommendations:

- Efforts could be strengthened in these other areas of focus by creating a targeted outreach plan to local schools and TSJC.
- There is a need to expand public gathering spaces and venues, which needs to be part of the overall downtown revitalization efforts. Determining the viability of existing buildings and making plans and a timeline for how and when those buildings might be adapted for re-use is essential.
- Considerations of live/workspaces for artists need to be integrated into overall downtown revitalization efforts.

In Summary: Trinidad has established a great basis for the creative district effort to grow and thrive. Recommendations from all other elements of this report should be integrated in the planning and execution of future activities. It is essential that the entire community be encouraged to participate including those who represent the fascinating cultural diversity of the area's past, present and future. Their stories can help inform interpretation of the district, its built environment and the great story just waiting to be told and shared with locals and visitors alike.



Focus Group Participants

- Trinidad City Planner, Public Works, Mayor of Trinidad
- Trinidad Businesses
- Trinidad Property Owners
- Trinidad Residents
- Trinidad Historical/Archeological Museum
- Trinidad Economic Development
- Trinidad Community Foundation
- Trinidad Children's Museum
- Trinidad Times Independent
- A.R Mitchell Museum
- Southern Colorado Repertory Theatre
- Trinidad Area Arts Council
- Trinidad State Junior College
- South Central Council of Governments
- City of Trinidad Tourism Board
- Trinidad Las Animas City Chamber of Commerce
- Trinidad Historical Society
- Las Animas County

Funding Mechanisms

Potential Sources of Funds:

- Vendor/Booth Fees
 - These are charges applied to concessionaires at events, parades, and community gathering places. Trinidad has no Vendor/Booth license fee.
- Business License Fees
 - These are fees that can be assessed when a new business comes to town. This will help generate revenues for the community and will help in identifying what businesses are located in town and facilitate communicating with and collaborating with businesses regularly. These dollars can be earmarked for specific business needs, events, marketing, etc.
 - Trinidad currently has a \$10 business license fee. This fee schedule could be graduated so that the amount of the fee relates to various business types. A home occupation business might be charged a different fee than a large retail business. A travelling sales person may be charged a different rate. Although enforcement is an issue, many communities require anyone doing business in the town to have a license. The reasoning is that if an in-town contractor must pay a fee, then the competing contractor from out of town should also pay a fee. Be careful not to add too much to the burden of small or start-up businesses in a down economy.
- Tax Increment Financing (TIF): Tax increment financing allows the local authority to provide support for the public aspects of projects that revitalize the downtown or blighted areas. TIF can be used through the designation or development of an Urban Renewal Authority (URA) or Downtown Development Authority (DDA). Trinidad should consider one of these options to help finance improvements for downtown. Note that TIF does not increase taxes on property owners and residents, but rather relies on increased property values as a result of private investment.
- Heritage Tourism Office/Colorado Tourism Office
- Grants
 - The Trinidad/Las Animas Chamber should work together with other chambers, the county and regional entities to apply for a Colorado Tourism Office Marketing Matching Grant Program, which provides funding to not-for-profit organizations in the State of Colorado for the purpose of promoting the state or a region as a tourism destination. For more information, visit the website <http://www.colorado.com/marketing-matching-grant-program>
- Research grant opportunities for personnel
 - Trinidad should create a list of stakeholders, potential partners, etc. and determine where to look for funding, collaboration, etc.
 - Other opportunities exist through the AmeriCorps VISTA program, NCCC,

Universities, or other agencies which provide interns.

- Trinidad Community Foundation
- Assistance from General Fund Sources
 - *Allocate specific funds for the downtown improvements.*
- CDOT Planning and Management Region
 - *Trinidad should investigate opportunities to utilize Enhancement Funds to assist with downtown projects.*
- USDA funding programs (such as Rural Business Opportunity, Rural Business Enterprise) can provide business training and assistance and create revolving loan funds. Other USDA programs provide funding for energy efficiency, public facilities or affordable housing/homeownership.
- Community Development Block Grant
 - 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 Infrastructure projects. Visit each agency's website to learn details.
- Energy Impact Funding for public infrastructure
 - These funds could assist the community with public infrastructure improvements, including roads, historic buildings, streetscapes, signage, etc.
- Foundations accepting the Colorado Common Grant Application (see <http://www.coloradocommongrantforms.org/>)
- State Historical Fund: Historic Structure Assessment Grants; grants for acquisition, planning, and rehabilitation; and grants for educational and interpretive programs including heritage tourism
- National Trust for Historic Preservation offers small grants (\$5,000 - \$10,000) for projects in Colorado.
- Historic Preservation Tax Credits: The

Federal and State tax credit programs are useful to owners of historic buildings, and are often critical components in rehabilitating any sizeable building. Some developers are experienced in using these credits.

- Various funding for Arts, placemaking and community development – such as NEA's Our Town grant or the private ArtPlace grants.
- "Crowdfunding" as well as Local Investment Opportunities Network.
- For assistance in locating funding, visit the various agency websites, talk to agency personnel, bring concrete plans to the next Rural Philanthropy days, and work with your DOLA Regional Manager, Lee Merkel.

Business Development

- Governor's Office of Economic Development and International Trade- This agency has several programs from economic development assessments to small business development centers
- EPA Brownfields Program -This program provides direct funding for brownfields assessment and cleanup.
- Small Business Administration and Economic Development Administration – These are two Federal Programs that can assist local businesses in business startup, expansion and relocation.
- Other Resources, e.g. Downtown Colorado, Inc., etc.
 - As a member of Downtown Colorado, Inc., Trinidad 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 Trinidad's downtown efforts.
 - Additionally, the city 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.

Team Member Bios

John Batey

Urban Renewal Authority of Pueblo

Mr. John R. Batey, AICP has served as Executive Director of the Urban Renewal Authority of Pueblo since September 7, 2010. Mr. Batey has over 17 years of experience in the areas of community development, affordable housing, urban planning, state and local government administration and high-level policy analysis, including positions with the State of Colorado Governor's Office, the Palm Beach County Department of Housing and Community Development, West Palm Beach, Florida, and the Broward County Housing Finance and Community Development Division, Fort Lauderdale, Florida. Mr. Batey holds a Bachelor of Arts degree in Political Science from the University of Colorado at Boulder and a Master of Arts degree in Political Science with a minor in Public Administration, from Florida Atlantic University. Mr. Batey is a member of the American Institute of Certified Planners.

Bryan Bryant

Otero County Economic Development

Bryan received his B.S. in Business Administration/Marketing from Oklahoma State University. He has over 10 years' experience in the finance/banking industry, working at CIT and in community banking. Moving to Colorado he took on the role of Director at the Small Business Development Center at Otero Junior College (SBDC). The SBDC is dedicated to providing free counseling to help businesses achieve their goals. Bryan's current position of Economic Development Coordinator at Otero County is a position that was created three years ago to support and develop economic development initiatives for the county.

Marc Cittone

Colorado Department of Local Affairs

Marc Cittone, AICP joined the Colorado Department of Local Affairs as a Main Street Specialist in May 2011. Prior to this position,

Marc served as historic preservation planner and worked on downtown revitalization and land use planning issues for the City of Loveland, Colorado. Marc managed several rehabilitation grants for housing, commercial and heritage tourism sites; managed a downtown zoning update process; oversaw downtown market and parking assessments; and supported various land use planning projects. Marc has also worked in affordable housing and in open space outreach for the City of Boulder.

Katherine Correll

Executive Director, Downtown Colorado, Inc.

Katherine 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.

Shawna Hodge
City of Lamar

Shawna Hodge offers management experience in marketing, public relations, community outreach, not-for-profit administration, project development and economic development services. Although her formal education was received from University of Nevada, Las Vegas and the University of the Pacific, Ms. Hodge returned to the city of her birth, Lamar, Colorado, to discover her niche, working on several levels to develop a solid, community-wide economic foundation for the city. She has put her 15 years of experience to work in her current position of Main Street Director. Ms. Hodge was instrumental in the development and execution of national award-winning, strategic and creative public relations programs. Shawna has worked with several agencies which helped Lamar host the Cal Ripken World Series in 2010 and the 2011 16 year-old Babe Ruth Girls Fastpitch Softball World Series recently held in August. She has acted as ad hoc liaison with the Lamar City Council, Prowers County Board of Commissioners, Prowers County Development Incorporated and Prowers County Lodging Tax Panel. She also serves on the Board of Directors for Prowers County Development Incorporated and is the current Executive Director of the newly formed, Lamar Downtown Revitalization Board of Directors, Lamar Partnership.Inc.

Chris Koziol
Associate Professor of Architecture,
University of Colorado at Denver

Christopher Koziol is a licensed architect and a committed urbanist. He joined the faculty of the University of Colorado's Department of Architecture as an Associate Professor in fall 2007, where he specializes in issues related to the design of cities, existing buildings and sites, and public policies and technologies that impact the use of the extant city. He is currently director of Master of Science in Historic Preservation (MSHP) degree program. Chris's recent research has focused on developing a critical

perspective on the social construction of historic preservation, using this lens to understand and improve the preservation decision process. This interest has led him to pursue funded research on specific topics ranging from technical studies into material properties to issues of public participation in conservation treatment planning. He is currently working on a book *Heritage on the Make: Assembling Chicago's Architectural Past (and Future)* [Ashgate Publishing: forthcoming].

Lee Merkel
Colorado Department of Local Affairs

As a member of DOLA's field staff, Lee works with local governments in southeast Colorado to assist them in finding solutions to their needs and challenges. DOLA offers technical and financial assistance to communities, especially those in the rural areas of Colorado. He has twenty five years of experience with local government project planning, financial and budget administration, public works, water and sewer utility issues, community development, and intergovernmental relations. Lee was born and raised in Northeastern Ohio and moved to Colorado in 1974 after graduating from Wittenberg University with a B.A. in Political Science. Attending the University of Colorado, he earned an MPA with an emphasis in Urban Administration in 1977. He has served as a local government administrator for Rifle, Garfield County, Basalt, Granby, Englewood, Dillon, and Ouray. He joined the Colorado Department of Local Affairs in 2002, serving the southeast region from the Pueblo field office.

Ronna Lee Sharpe
Museum of Western
Colorado, Grand Junction

Ronna Lee Sharpe has served as a Colorado State Folklorist since January of 1989. Based in western Colorado she has worked continuously for the Colorado Council on the Arts (now Colorado Creative Industries, a division of the Colorado Office of Economic Development and International Trade) and currently also works with the Museum of Western Colorado

in Grand Junction. Born and raised in Denver, she received a B.A. in History and Anthropology from the University of Colorado at Denver (1980) and a Masters Degree in American Studies and Folklore from The George Washington University (1988). In 1988 she coordinated an 88-session program for the two-week long Smithsonian Institution's Festival of American Folklife, and received a 13-week fellowship to work at the National Endowment for the Arts Folk Arts Program. Since returning to Colorado in 1989, her work has included teaching classes on Folklore and Colorado History, presenting public programs, creating exhibits, assisting folk artists in accessing grant funds and recognition from local, state and national organizations, serving as a commissioner for Colorado's Scenic and Historic Byways, assisting with many of CCI's grant programs and working with CCI's Creative Districts to help them identify and explore their cultural heritage.

Jon Schler

Historic Preservation and Urban Design Consultant

Jon has worked on hundreds of community-based projects over the past thirty-two years, providing technical and community development assistance to Colorado's rural communities. He advocates as well as works on historic preservation, downtown improvement, regional and community partnerships, the inclusion of art & culture, heritage tourism programs, trails as well as Scenic and Historic Byway use. He has worked extensively with the national Main Street model for the last twenty years, working on organizational development, design, economic restructuring, marketing and promotion.

Jon is presently on the Board of the Colorado Historical Society. He is a past president of Colorado Preservation, Inc. and was a commission member of Grand Junction's Art on the Corner for 15 years. He is presently the president of both the Western Colorado Botanical Society and the Western Colorado

Interpretive Association. For nine years, Jon was an ex-officio member of the board of the Downtown Colorado Inc., as well as a state advisor for the National Trust for Historic Preservation.

Michael Tupa

Pridian Design Group

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

Emerging Leader Team Support

Isabel Waldman

Downtown Colorado, Inc.

Isabel Waldman is a graduate of the University of Oregon where she received a bachelor's degree in International Studies with a concentration in Environmental Studies and a minor in Planning, Public Policy, and Management. Her field of study gave her the opportunity to study community development and resource planning in Chile and Bolivia. Isabel grew up in Colorado and is currently serving as the OSM/VISTA for Downtown Colorado, Inc., which is part of the Western Hardrock Watershed Team.



Dear Community Leader:

Thank you for your interest in revitalizing the downtown, the heart of your community. The board and staff of Downtown Colorado, Inc. (DCI) would like to commend you on your initiative to focus your resources and planning efforts towards the enhancement of the living room of your community. Throughout the appendices you will find tools to assist you in implementing the recommendations listed in this report. We suggest that you hold a community meeting and use the attached tools to facilitate moving forward.

- **Action Matrix:** breaks the recommendations down into a step-by-step process identifying timeline, action item, measure of success, initiator, and potential partners
- **Shop Local Campaign Development and Shop Local Matrix**
- **Menu of Technical Assistance:** The menu of technical assistance is to provide ideas or a sampling of what DCI has facilitated.
- **Stakeholders Analysis:** This form is used to analyze community information to ascertain which entities are most important to the downtown and/or project and how best to approach them.
- **Volunteers by Stakeholder Group:** allows you to identify volunteers that link your organization to groups that are key to your project.
- **Volunteer by Desired Skill:** allows you to review the skills you need and which volunteers can fill that need. It also allows you to identify the skills that remain unmet in your pool of volunteers.
- **Potential Partners:** For each project, a partner list should be generated to ensure that you have tapped all possible resources.
- **Strategic Event Planning Matrix:** allows you to list objectives and for each event to make sure that all objectives are being met, and all events are serving a purpose.
- **Strategic Event Planning Calendar:** reviews all events on a timeline to ensure a well-rounded calendar.
- **Downtown Organization Board Responsibilities and Job Descriptions:** Highlights the responsibilities of a board of directors and the officers that serve the organization.
- **Downtown Manager Job Description:** Identifies skills needed and activities required to manage a downtown organization.
- **Downtown Manager Evaluation:** allows the downtown organization to evaluate the effectiveness of the Downtown Manager.
- **Employing an Intern or VISTA for downtown**
- **Organizational Succession Planning:** Encourages consistency in leadership through transition.
- **5 Steps for Improved Communications**
- **Sample Press Release**
- **Communication Strategy Matrix:** Identifies the various modes of communication and the tools to make contact.
- **Communication Planning Form:** For each event or project, this form encourages you to think about communications in advance and to develop a clear message.
- **Example Online Marketing Timeline**
- **List of Resources:** A list of organizations and which services they might provide.

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

Thanks,
Katherine Correll



Small Towns Shop Local Campaigns

Many communities in Colorado are looking to create a buy local campaign, especially for small towns. Shop local is more than a slogan or a flyer that you begin posting around town. It is a campaign to help businesses develop a larger and more loyal customer base, enhance knowledge of local products and services, change behavior and understanding of the community, and engage the community in supporting the community.

Shop Local Objectives

- Support local and independent businesses by developing a local customer base;
- Create a broader understanding of locally grown products and services;
- Assist in changing the behavior and understanding of local businesses and citizens;
- Bring community stakeholders together to foster a greater sense of place and community.

Steps to Successful Shop Local Program

It is important to adapt all recommendations to fit the needs and unique characteristics of your town.

Step 1: Engage your stakeholders

Reach out to all businesses, business support organizations (nonprofits, chambers, downtown business associations, local library, etc.), as well as to the local government, county government, and economic development groups. Bring in 5-10 key representatives to start the process. Invite them to a simple discussion to assess what to highlight and how to approach the new campaign.

Step 2: Conduct an audit of goods and services available downtown.

All over the state we hear how small towns may not have everything that people need. Downtowns are different than they once were; they may not all be able to provide thread or socks, or other daily needs. There will always be things that people need to leave town to find. But you might even surprise yourself with what you do have. Conducting a survey or simply asking local businesses to provide a list of "Did you know we have?" can enable you to highlight each store online or through local outlets to inform the community of local goods and services. This will also help you to develop collateral materials including online and printed directories.

Step 3: Determine the best slogan to fit your community's character.

Anyone can say "Shop Local," but how do you remind consumers to shop local in *your* community? Commonly used slogans include Buy Local First and Live Local but many cities have more success creating customized logos and slogans. Remember that you are trying to engage your locals so a slogan that doesn't resonate with your hometown character won't be nearly as effective.. Determine which best suits your town or create your own unique slogan. Some Colorado examples are:

- Colorado Springs: There is only one Downtown
- Boulder: Love the Local
- Parker: Go to Town
- Brush: Don't Rush through Brush!

Step 4: Develop targeted collateral materials.

Resources are often tight in a small community, but a few targeted materials can go a long way.

- **Print window stickers for your local businesses to display.** This is a quick and easy way to grab the attention of downtown passersby and connect your local businesses.



- **Design a printed directory for your downtown and distribute it.** It is important to have an online directory, but for those who are wandering through downtown, a printed guide can be a big help to encourage shopping. Check out Denver's Old South Pearl Street guide for a good example. Many downtowns also build a large downtown directory, similar to what one might see in a mall. Use this content to develop an online directory as well.
- **Build loyalty through local currency, coupon books, and gift certificate programs.** Loyalty programs are everywhere these days and for good reason. You can create your own loyal following by offering benefits through coupons, gift certificates, or frequent shopper programs geared toward downtown stores. La Plata County created a Be Local coupon book of local retailers. The Colorado Springs Downtown Partnership created a Downtown Colorado Springs gift card in varying denominations that is accepted in more than 100 local retailers. Carbondale has held a drawing for an electric car; shoppers receive a ticket when they shop at one of 200 participating Carbondale businesses. Local currency programs include Lake City DIRT Dollars and Brush Chamber Bucks.

Step 5: Educate consumers on shopping local.

Shopping local is frequently becoming an ethical decision for consumers who want to reinvest in their communities. Teach people the benefits of voting with their dollars locally by educating them on how shopping locally positively impacts their community. Both Golden and Boulder have created online web pages to do just this.

Explain that local services such as local law enforcement, fire, libraries, and schools are funded by sales tax dollars. Highlight that spending in the community, helps to keep your community top notch. Spending elsewhere supports someone else's school.

Step 6: Spread the word.

- **Reach out to your local media.** In smaller communities especially, the local media has as much interest in supporting buy local campaigns as any other local business. Draft a press release with details and contact the local media directly to ask if you can provide further information.
- **Develop a social media campaign.** Use your community website as well as Facebook, Twitter, and other social media sites to engage the community.
- **Present at local events and meetings.** Have an exhibitor table at any local events to talk to residents directly. Remember those stakeholders you engaged in step 1? Ask if you can have a few minutes to present to their organizations.

Step 7: Assess and analyze!

Once you begin the campaign, you want to be able to point to the success of it, or be able to identify areas that need adjustment or need to be strengthened. The best way to do that is to ask questions of your community, both residents and businesses, most often through a survey or similar questionnaire. You can find examples of surveys almost anywhere, from local community colleges to small business development centers, or even the Office of Economic Development and International Trade. And if you don't have the manpower to conduct the survey or gather the results, students in marketing or business classes may be available at little or not cost. Below are a few questions to get you started:

Businesses:

- Did you actively participate in the shop local campaign? (In what capacity? Sticker in window? Coordinated store hours?)
- Did you notice an impact from the shop local campaign? Higher sales? New customers?
- Did you gather point of sale information (e.g., zip codes) to show



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- Which aspects of the shop local campaign do you feel helped you most?
- Is there anything you would do differently?

Residents (Consumers)

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

When you are trying to make the most of your scarce resources, a shop local campaign can help your small town. We highly recommend tracking of volunteer hours and activities through this process. If you have more examples, stories, surveys or ideas, we'd love to hear them at events@downtowncoloradoinc.org.



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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Potential Project Partners

Steps:

1. List downtown's annual projects in the left-hand column.
2. List potential organizational partners across the top of the matrix.
3. Check any groups that might have a shared interest or mission in accomplishing each project.
4. Recruit accordingly!

Stakeholder groups →

Projects/Events

↓														
Project Name...														
Project Name...														
Project Name...														
Project Name...														
Project Name...														
Project Name...														
Project Name...														
Project Name...														
Project Name...														



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Sample Strategic Event Planning Matrix

Steps:

1. Gather downtown focus group and brainstorm and prioritize objectives for events downtown.
2. List all events that impact downtown (or the town) in the left hand column and objectives along the top row.
3. Review each event and the objectives that are being met, then consider how to incorporate other objectives into current and new events to increase quality and make a bigger impact. Don't just create or keep holding events if they aren't working toward objectives.
4. Remember to revisit each year as a part of evaluation, determine if there are objectives have changed, and make improvements each year.

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

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



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Sample Strategic Event Planning Calendar

Steps:

1. It is important for downtown to be a gathering place and a habit for all of your locals.
2. Assess the current calendar of events identify any large gaps in the calendar. When thinking of new events, think strategically about when the events should be to accentuate your current calendar.
3. List all events that impact downtown (or the town) in the left hand column and objectives along the top row.
4. Review each event and the objectives that are being met, then consider how to incorporate other objectives into current and new events to increase quality and make a bigger impact. Don't just create or keep holding events if they aren't working toward objectives.
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Concert at Park	X	X										
July 4th Parade	X	X		X			X					
Christmas Event	X	X										
Halloween	X	X		X								
Concerts in the Business districts												
\$5.00 Thursdays												
Movie Night-dinner												
First Friday Art Walk												
Pub crawl/bonfire												
Soap box derby or big wheel race												
Festival												
Home tour												
Ghost tour or haunted house												



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;
- Chair a standing board committee;

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



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

EVERY BIT HELPS!

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

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

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

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

Board Officer Job 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.

² The following descriptions were adapted from materials from BoardSource



Board Vice-President Job Description

This position is typically (but not always) successor to the President position. In addition to the Board Member responsibilities, this position:

1. Serves as a member of the Board
2. Performs President responsibilities when the President cannot be available (see President Job Description)
3. Reports to the Board's President on assigned tasks
4. Works closely with the President and other staff
5. Participates closely with the President to develop and implement officer transition plans.
6. Performs other responsibilities as assigned by the Board.

Board Secretary Job Description

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

Board Treasurer Job Description

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

Committee Chair Job Description

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

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



Executive Director Job Description

Work Objectives

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

Full Range of Duties to be Performed

The executive director should carry out the following tasks:

- Coordinate the activity of the Downtown program committees, ensuring that communication among committees is well established; assist committee volunteers with implementation of work plan items.
- Manage all administrative aspects of the Downtown program, including purchasing, record keeping, budget development, accounting, preparing all reports required by the coordinating Downtown program, assisting with the preparation of reports to funding agencies, and supervising employees or consultants.
- Develop, in conjunction with the Downtown program's board of directors, downtown economic development strategies that are based on historic preservation and utilize the community's human and economic resources. Become familiar with all persons and groups directly and indirectly involved in the downtown. Mindful of the roles of various downtown interest groups, assist the Downtown program's board of directors and committees in developing an annual action plan for implementing a downtown revitalization program focused on four areas: design/historic preservation; promotion and marketing; organization/management; and economic restructuring/development.
- Develop and conduct on-going public awareness and education programs designed to enhance appreciation of the downtown's assets and to foster an understanding of the Downtown program's goals and objectives. Use speaking engagements, media interviews, and personal appearances to keep the program in the public eye.
- Assist individual tenants or property owners with physical improvement projects through personal consultation or by obtaining and supervising professional design consultants; assist in locating appropriate contractors and materials; when possible, participate in construction supervision; and provide advice and guidance on necessary financial mechanisms for physical improvements.
- Assess the management capacity of major downtown organizations and encourage improvements in the downtown community's ability to carry out joint activities such as promotional events, advertising, appropriate store hours, special events, business assistance, business recruitment, parking management, and so on. Provide advice and information on successful downtown management. Encourage a cooperative climate among downtown interests and local public officials.
- Advise downtown merchants' organizations and/or chamber of commerce retail committees on The Downtown program activities and goals; help coordinate joint promotional events, such as festivals or business promotions, to improve the quality and success of events and attract people to downtown; work closely with local media to ensure maximum coverage of promotional activities; encourage design excellence in all aspects of promotion in order to advance an image of quality for the downtown.
- Help build strong and productive relationships with appropriate public agencies at the local and state levels.
- Utilizing the Downtown program format, develop and maintain data systems to track the progress of the local Main Street program. These systems should include economic monitoring, individual building files, photographic documentation of physical changes, and statistics on job creation and business retention.
- Represent the community to important constituencies at the local, state, and national levels. Speak effectively on the program's directions and work, mindful of the need to improve state and national economic development policies as they relate to commercial districts.

Resource Management Responsibilities



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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.



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:				

II. Comments about Staff Performance

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

IV. Identify any areas of performance which need improvement:

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

Employee

Date

President

Date



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Name:

Title:

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

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

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

IV. Signatures

Employee

Date

Supervisor

Date



AmeriCorps VISTA

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

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

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

The Western Hardrock Watershed Team

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

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

Applying Directly to AmeriCorps

Interested organizations may also apply directly to AmeriCorps (www.americorps.gov). To apply for an AmeriCorps VISTA member, the potential sponsor must contact the Corporation State Office to discuss application requirements and procedures. Colorado's corporate state office can be reached at 303.390.2212 (Locate contact information for other state offices at <http://www.americorps.gov/about/contact/stateoffices.asp>). The state office will provide technical assistance during your application process. The length of the application process varies, but the average time from the initial contact to a final decision is 3 to 5 months.⁴

Applying for AmeriCorps VISTA requires a two-step process:

³ <http://www.hardrockteam.org/>

⁴ http://www.americorps.gov/for_organizations/apply/vista.asp



Step 1: Submit AmeriCorps VISTA Concept Paper: Organizations submit an AmeriCorps VISTA concept paper to the corporation state office. This is the preliminary screening tool to determine if the project will be a good fit.

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

The VISTA Sponsor application requires:

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

AmeriCorps VISTA Sponsorship Requirements

The organization must:

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

The project must:

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



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Best and Brightest⁵

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

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

What is needed to gain a Best and Brightest Intern?

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

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

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



Internships

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

Tips for Planning an Internship

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

1. **Who will supervise the intern?** Your downtown intern may know about downtown development practices, or they may be completely new to the topic. Regardless, it is important for a staff (city or town employee, nonprofit director, main street manager, etc.) to be responsible for the intern. Remember, your intern is a reflection of your organization and any communication they have with the community-at-large will reflect on you!
2. **What needs does your downtown have that are feasible for an intern?** Through a technical assistance visit, downtown assessment, or other downtown planning process, the needs and priorities of your community have been established. Evaluate the needs of downtown and determine what can be feasibly accomplished by an intern during a 3- to 6-month period of time.
3. **How will you promote the internship opportunities?** Be sure to post the internship on job boards for local colleges and universities, the DCI website Job Board, and other resources in your community and throughout the state.

Sample Internship Job Descriptions:

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

Sample Internship Description: Economic Restructuring/Development Intern

Organization: _____

Job Type: Internship

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

Location: _____

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

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

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



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- Creating plans for development which include research on potential grants, and analyzing sponsorship opportunities to improve downtown

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

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

Sample Internship Description: Urban Design/Architecture/Planning Internship

Organization: _____

Job Type: Internship

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

Location: _____

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

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

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

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

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



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Sample Internship Description: Events and Promotions Intern

Organization: _____

Job Type: Internship

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

Location: _____

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

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

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

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

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



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Sample Internship Agreement

This Internship agreement (the "Agreement") will confirm the terms and conditions of your Internship with _____ (Organization Name) located at _____ (address)

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

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

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

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

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

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

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

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

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

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

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

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

Intern Signature: _____

Date: _____



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Sample Internship Learning Objectives

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

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

1.)

2.)

3.)

Resources for VISTA and Interns to Access

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



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Succession Planning Matrix

Steps:

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

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



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COMMUNICATIONS STRATEGIES					
AUDIENCES	Everyone *(Bare	Website <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 	Social Media <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? 	Marketing/ Advertising <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 	Special Events <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"> Facebook 	<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"> "Tvisitor 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



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
<p><u>Other local government and organizations (e.g., police departments, school district, library district, chamber of</u></p>	<p><u>Local newspapers:</u></p>



<p>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 	<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.

###

Communications Planning Form



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Today's Date: _____ Organization/Contact: _____

Email: _____ Phone # _____

Event Title/Topic to promote & Description: _____

_____ Date (s) Needed: _____

Goals & Objectives

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

- ___ Raise awareness about an issue/program
- ___ Encourage Attendance at an Event
- ___ Recruit Volunteers
- ___ Publicize News
- ___ Recognize Someone/Announce an Award
- ___ Correct Misinformation/Misperceptions
- ___ Other (attach additional information)

Target Audience:

- | | |
|--|--|
| <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 _____
- Talking point 3 _____



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Desired result

_____ # of attendees to the event _____ Story in the media _____ Internal communication _____ Fundraising

Outreach to Consider:

Face to Face Community Engagement

- Public meeting (town hall, public hearing)
- Presence at Community Event (Boulder Creek Hometown Fair)
- Presentations to local service organizations or non profits (HAS, Rotary, Kiwanis, Sierra Club, etc)
- Resolution/Proclamation (November is adoption awareness month)
- Live streaming video of meeting
- Other

Media Options to be used

Traditional Media (to be coordinated with our PIO Barb Halpin and Dan Rowland)

- Press release (longer communication which would lead to a story in the newspaper, TV or radio news)
- Public Service Announcement (short announcement to be read or promoted, usually event driven, which is for public interest or safety)
- Editorial board with newspaper
- Newspaper feature article
- Live or taped radio announcement (KGNU)

Social Media (coordinated by Dan Rowland)

- Website (internal/ external)
- Blogs
- Facebook/Twitter/Youtube
- LinkedIn

Handouts and other collateral to be used

- Inserts/FAQ/ to be posted on your website or have inserted in the newspaper
- Flyers
- Direct mail piece (goes to a specific person)
- Annual Report
- Calendar
- Article in Boulder County News

Internal communications

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

Distribution:

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



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

Week 1--

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

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

Week 2--

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

Week 3—

- Continue Facebook and Twitter posts
- Search for area businesses on Google Places, Yelp, or any other consumer review website
- Post links to these reviews on Facebook, ask fans to review their favorite local restaurant



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

ORGANIZATIONS TO REVIEW (Information, Technical assistance, Funding)

- American Institute of Architects (AIA), publications, architects, etc.
- American Society of Landscape Architects (ASLA), *Landscape Architecture* magazine)
- Colorado Brownfield Foundation – Environmental assessments and grants
- Colorado Preservation Inc. (advocacy, state preservation awards, etc.)
- Downtown Colorado, Inc., technical assistance, Colorado Main Street program
- Downtown Institute from Downtown Colorado, Inc. (quarterly training focused on the Main Street Four Point Approach) Colorado Great Outdoors Colorado (GOCO) Trust Fund (parks, trails, recreation, open space grants)
- Historical Society (historic surveys, preservation, tax credits, etc.)
- Department of Local Affairs (technical assistance, Energy Impacts Assistance grants, Community Development Block grants, etc.)
- *Downtown Idea Exchange/Downtown Promotion Reporter* publications
- US Department of Housing & Urban Development (Housing development, HUD, Economic Development Initiative grants, etc.)
- Historic Georgetown, Historic Boulder, Historic Denver, Inc. (organizational development for advocacy, building restoration projects)
- International Downtown Association (IDA)
- League of Historic American Theaters (successful preservation, adaptive re-use projects, national conferences & workshops)
- Market Analysis Foundation (many good private consultants)
- National Main Street Center (National Town Meeting; publications on Organization, Design, Promotions, & Economic Restructuring)
- National Trust for Historic Preservation (small grants, *Preservation* magazine)
- RUPRI Center for Rural Entrepreneurship www.rupri.org Support practice-driven research and evaluation and facilitate shared learning among practitioners, researchers and policy makers.
- State Historical Fund (grants for surveys and historic preservation)
- TEA-21 Enhancements (grants for trails, transportation corridors, adaptive re-use of bridges, rail corridors, etc.)
- *Traditional Building* magazine
- Urban Land Institute (ULI)

Often the best resource is another downtown. Downtown Colorado, Inc. is happy to facilitate a visit, call, or presentation with another community

Visit: Littleton (gateways, maintenance of civic functions downtown, facade loans, signage, maintenance & cleanliness, etc.); Loveland (historic theater, public art, compact similar-size downtown); Lamar (authentic prairie downtown, new businesses serving emerging Hispanic markets, newly formed URA, etc.); Gunnison (arts center, retail mix, Main Street as highway, etc.), Montrose (special events, bookstores, restaurants, utilizing former railroad property, consolidation of organizations, and newly formed DDA, etc.); Grand Junction (wayfinding signage, parking solutions, theater(s), public art, DDA, etc.); Longmont (wayfinding signage, streetscaping, etc.); Greeley (building restorations, civic uses, design guidelines); Durango (heritage tourism, design guidelines, riverfront uses); Arvada (design guidelines, special events, streetscape, etc.), Lake City (volunteer recruitment and management, grant writing, cross organization collaboration, heritage tourism and marking historic district as an asset), Steamboat Springs (downtown organization representing businesses to city, resort oriented chamber, and "The Mountain", innovative events, etc.)



Downtown Colorado, Inc.



Trinidad Downtown Assessment 2012

Let your intentions inform
your actions and not the
reverse

Trinidad



Downtown Colorado, Inc.

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

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

Partially paid for by USDA Rural Development RCDI Funds.

Trinidad




- Build Environment**
 - Historic Preservation
 - Gathering Places
 - Transportation
 - Underutilized Assets
- Planning & Activation**
 - Heritage Programs
 - Arts & Culture
 - Healthy Communities
- Economic Vitality**
 - Job Creation
 - Foot Traffic
 - Business Growth

Trinidad



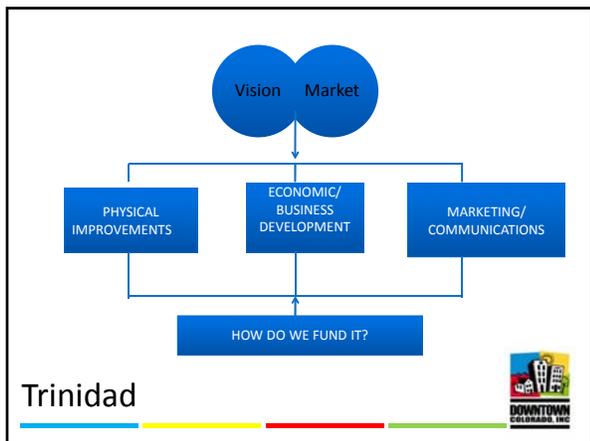
Why Downtown?



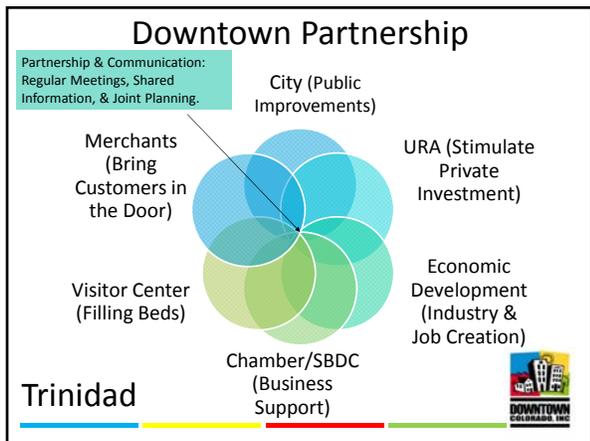
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Community Engagement



- ### Thank you participants!
- Spanish Peaks BH
 - Noah's Ark Animal Shelter
 - Advocates Against Domestic Assault
 - Trinidad Historical/Archeological Museum
 - Trinidad Economic Development
 - Trinidad Community Foundation
 - Trinidad Children's Museum
 - Trinidad Times Independent
 - A.R Mitchell Museum
 - Southern Colorado Repertory Theatre
 - Trinidad Area Arts Council
- Trinidad
- DOWNTOWN COLORADO, INC.



- ### Thank you participants!
- Trinidad State Junior College
 - South Central Council of Governments
 - City of Trinidad Tourism Board
 - Trinidad Las Animas City Chamber of Commerce
 - Salvation Army
 - Fresh Artists
 - Trinidad Historical Society
 - Las Animas County Rehabilitation Board
- Trinidad
- DOWNTOWN COLORADO, INC.

- ### Team Members
- Bryan Bryant, Otero County Economic Development
 - John Batey, Urban Renewal Authority of Pueblo
 - Marc Cittone, Colorado Department of Local Affairs
 - Katherine Correll, Downtown Colorado, Inc.
 - Shawna Hodge, City of Lamar
 - Chris Koziol, Associate Professor of Architecture, CU Denver
 - Lee Merkel, Colorado Department of Local Affairs
 - Ronna Lee Sharpe, Museum of Western Colorado, Grand Junction
 - Jon Schler, Colorado Center for Community Development, CU Denver
 - Mike Tupa, Pridian Design Group
 - Isabel Waldman, Downtown Colorado, Inc.
- Trinidad
- DOWNTOWN COLORADO, INC.

- ### Observations
- City is strong leader
 - Vibrant History
 - Beautiful natural amenities
 - Abundant arts community
 - Dedicated community groups
 - Junior college willing partner
 - Reliance on natural resources
 - Safety hazards as buildings deteriorate
 - Careful balance to maintain buildings and encourage investment
 - Lack of cohesion and communication to reach all community groups
 - Lots of vacancy
- Trinidad
- DOWNTOWN COLORADO, INC.

Organization



Resource Management
Collaboration
Volunteer Recruiting & Management
Fund-raising

Trinidad



Organization

Observation: There is a lot of energy, activity, and efforts to keep Trinidad wonderful.

Recommendation:

- Bring together all groups to discuss vision, objectives, and roles.
- Determine the unique identity and objectives of Trinidad.
- Consolidate initiatives under fewer committees with specialized task force for each project.

Trinidad



Organization

Observation: Greatest asset is the history & beauty of the downtown area.



Recommendation:

- Declare downtown a priority & dedicate resources.
- Identify one champion.
- Reactivate URA to identify financing.

Trinidad



Organization

Observation: There have been an incredible number of plans completed but little engagement or implementation.

Recommendation:

- For every plan create an action plan for accountability with a timeline for implementation.
- Identify means of consistency in leadership through a leadership or civic academy.
- Involve representatives from local government, community initiatives, youth/college in each cohort.

Trinidad



Organization



Observation: Greatest asset is the history & beauty of the downtown area.

Recommendation:

- Apply for the Colorado Main Street Program.
- Utilize Creative Districts to engage larger audiences.
- Hold quarterly education and awareness programs to inform and engage the community.

Trinidad



Organization

Observation: Word of mouth communication only reaches so far into community audiences.

Recommendation:

- Develop regular meetings for city, county, community college, and business support entities.
- Create volunteer and internship clearinghouse.
- Engage college students to better utilize internet, websites, and social media.

Trinidad



Marketing & Promotion



Trinidad



Strategic Event Calendar

Event	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec
Labor Day Rodeo & Festivities									X			
Santa Fe Trail Days					X							
Trinidadio Blues Festival								X				

Trinidad



Marketing & Promotion

Observation: There is a lack of cohesive vision and understanding of the community

Recommendation:

- Work with a professional group to develop a brand and identity for the community and then STICK with it: "Trinidad: The more you know, the more you love!"
- Develop objectives and a strategy for attracting tourists and then work to implement that plan (with community input on products).
- Assess current event objectives and develop quality over quantity with events.

Trinidad



Marketing & Promotion

Observation: There is a lack of cohesive vision and understanding of the community.

Recommendation:

- Consider an entity to manage downtown much like a mall including uniform hours, appearance, promotions
- Enhance ONE online site for information and all links to downtown Trinidad (include realtors, relocation info, schools, libraries, museums, businesses). Link to other community websites

www.historictrinidad.com

Trinidad



Strategic Event Objectives

Event	Month	Kid	Teen	Dtown	Retail	Music	Food	Who runs it?
Labor Day Weekend Rodeo & Festivities	Sept	X	X					Trinidad Round-up Association
Santa Fe Trail Days	June	X	X	X		X	X	
Trinidadio Blues Festival	Aug	X	X	X		X	X	

Trinidad



Marketing & Promotion

Observation: There seems to be a strong focus on bringing in tourists.

Recommendation:

- Consider how to more thoroughly engage locals in the downtown and activities
- Have Third Thursdays be LOCALS night! Downtown discounts and deals (focus on college kids, cultural groups and creating a habit of being downtown)
- Develop a plan around heritage and arts tourism to accentuate the identity of the community
- Designate a certain amount of event funds to engage the multi-cultural groups (planning committee)

Trinidad



Marketing & Promotion

Audience/Component	Labor Day and Rodeo Round up	Sante Fe Trail Days	Trinidadio Blues Festival
Arts			
Business			
Children			
College			
Cultural Diversity			
Families			
Farmers			
Miners			
Ranchers			
Retirees			

Trinidad



Marketing & Promotion

Observation: State resources are not being fully utilized

Recommendation:

- Work with CDOT to place marketing collateral material in Colorado Rest Stop located directly on the outskirts
- Develop (or utilize) a checklist for distribution of collateral materials to make sure that all points of contact are stocked.
- Tap into regional efforts of CO Tourism Office.

Trinidad



Marketing & Promotion

Observation: The lodging tax and tourism board dollars are a great resource for marketing the community.

Recommendation:

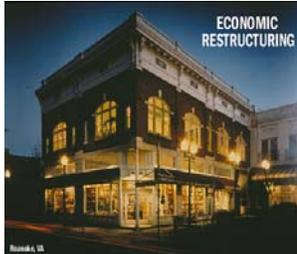
- "Increase outreach for tourism"
- "Connecting city and county governments with its citizens"
- Consider having a more structured process to encourage communication and community engagement through the lodging board. Include one lodging, one restaurant, one city council, one county commissioner, and one retail or arts business.
- Develop a process for the tourism board to develop an annual plan and recommend it to council for approval. Provide quarterly updates on projects with time for community input and feedback.

Trinidad



Economic Restructuring

Recruit, retain and expand opportunities for investment in downtown.



Trinidad



Marketing & Promotion

Observation: The rich history, natural beauty and amenities of the area have great potential

Recommendations:

- Consider more focused marketing efforts around recreation opportunities including fishing, biking, etc.
- Celebrate the multi cultural heritage by incorporating traditional activities into the current events
- The river walk and parks opportunities should be highlighted in collateral and advertising materials

Trinidad



Economic Restructuring

Observation: The historic buildings in the downtown area are deteriorating and strategic action must be taken.

Recommendation:

- Focus resources in downtown infill development and stop all sprawl activity.
- Work with groups to identify a process for doing a building survey.

Trinidad



Economic Restructuring

Observation: Codes and zoning won't help if enforcement doesn't have ramifications.

Recommendation:

- Develop a one stop shop to work with businesses and property owners to understand the rules and processes to implement changes.
- Empower inspectors to enforce codes and don't let it go if the courts try to let people slide.
- Develop flexible but meaningful codes.

Trinidad 

Economic Restructuring

Observation: The community roundtable has created areas of opportunity in job creation and economic development that includes new businesses and industry.

Recommendations:

- Work to identify strengths of the current workforce to match with potential opportunities to provide a targeted business attraction campaign.

Trinidad 

Economic Restructuring

Observation: There are insufficient financing and support options for property owners and businesses.

Recommendations:

- Develop a property enhancement program with a match for private investment.
- Work to develop the incubator concept around the arts. Consider live-work programs to create affordable housing/artist space.
- Engage the banking community to identify funds and programs for business and property owners.

Trinidad 

Economic Restructuring

- Provide a motivation for local businesses to come back to downtown such as cooperative marketing programs.
- Develop an economic development rapid response team of key decision makers i.e. economic development, code enforcement, utility, taxing entities.

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Economic Restructuring

Observation: The community would benefit from a better quantitative understanding of markets and workforce needs.

Recommendation:

- Collect more information about the market.
- Work to identify key workforce needs and link to community college department.
- Reinstating a building trades program.
- Consider a quick study of the housing market in the downtown area.

Trinidad 

Economic Restructuring

Observation: The community roundtable identified the need for a new or renovated hospital. Healthcare is a key component in economic development.

Recommendation:

- Work with the hospital to identify demand and additional health care needs.

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Economic Restructuring

- Include access to healthcare in economic development promotional tools.
- Work with programs such as Live Well Colorado and Colorado Strides that can assist in identifying rural health care needs and provide the economic impact of meeting health care needs.

Trinidad



DESIGN



Upkeep and Maintenance
The same thing we all do at home

Trinidad



Trinidad

DESIGN



T



DESIGN

Keeping Up Appearances

- Areas of Success and Prosperity
- Clean up, Walks, Windows and Shop Entries
- Easy way to improve appearance of Downtown and Neighborhoods



DESIGN: Wayfinding

Great Venue for shopping and business with no directions to attractions or downtown

TYPES OF SIGNAGE

- Place Signs, monuments, "You Are Here"
- Directional Signs to attractions
- Informational Signs

TRINIDAD WAYFINDING PROGRAM
Adopted Plan: Consider proposed sign sizing. Often problem is with too much information on sign or sign is too small for the paced of graphic.

Primary Gateway Sign Secondary Gateway Sign Primary Secondary Tertiary

Trinidad

DESIGN

Pedestrian spaces provide connection between retail, food, and residential opportunities.

- * Sidewalks

Wide Walks promote a range of uses for gathering, dining, sales display, and relaxation.

Walk Surface should be uniform but patterns can promote local character and encourage exploration

Trinidad

PEDESTRIAN SPACES

Downtowns are built to accommodate **people**, promote **retail** and provide the focus for **celebration**.

Trinidad

Trinidad

DESIGN

Pedestrian Plaza

A Place for celebration. A focus for the community,

Trinidad

Possible Pedestrian Courtyards, beer gardens, people spaces?

Trinidad



Shop space for pedestrians

Protect what you have
 Beautiful Surroundings
 Population Diversity
 Local-Regional History



DESIGN: Historic Buildings

INVENTORY OF ASSETS

- * Preserve Trinidad's Historic Buildings
- * Interpret Style and History
- * Condition of the Structures



Design – Trail Connections

Trails link functions
 Neighborhoods to Downtown
 Recreation to Neighborhoods
 Schools to homes - People to shops
 Continue Improving River Corridors



RAPP IT UP TRINIDAD!

Observations:

- Strong interest in its architectural history and character.
- Current conditions make it difficult to experience past glory.
- Uncertainty about the city's architectural and urban identity.
- Little evidence of current awareness of the role of architectural tourism in economic development.
- The late-19th and early 20th C. Trinidad based firm of Rapp & Rapp is historically important but unfortunately not due to its connection to Trinidad.

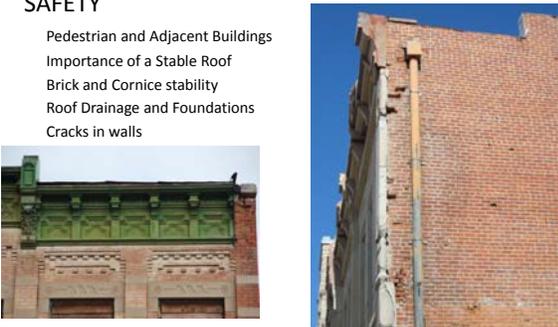


Trinidad



DESIGN: FAÇADE AND ARCHITECTURE SAFETY

- Pedestrian and Adjacent Buildings
- Importance of a Stable Roof
- Brick and Cornice stability
- Roof Drainage and Foundations
- Cracks in walls



RAPP IT UP TRINIDAD!

Who were Rapp & Rapp?

Isaac Hamilton Rapp, (1854–1933) notable American architect known as the "Creator of the Santa Fe style." Rapp learned his trade working for his father, a sometime architect and building contractor in Carbondale, Illinois. He left in 1887 and by 1889 had moved to Trinidad, Colorado where he joined with C.W. Bulger in establishing the architectural firm of Bulger and Rapp. The company dissolved after about five years at which point Rapp's brother William Morris Rapp moved to Trinidad and the firm of Rapp and Rapp was created. Eventually a third brother, Charles Rapp moved to Trinidad.



Trinidad



RAPP IT UP TRINIDAD!



Recommendations:

- Celebrate Trinidad’s architectural design history
 - Research architectural history
 - Create interpretive framework (e.g., Origins: Before the Santa Fe Style)
 - Create event (e.g., exhibit, light show, seminar)
- Use the architectural event to:
 - Build community awareness.
 - Build community asset in future tourism development opportunities.
 - Tie Rapp legacy into other the importance of eclecticism and other architects and vernacular building.



Trinidad

URBAN CONSERVATION: THE WHOLE IS MORE THAN THE PARTS



Recommendations II:

- Organize and host site visit by architectural conservation, building engineering, energy retrofit, and rehabilitation contracting specialists. This group may include a mix of Colorado and national experts.
- Product of this panel becomes a report and presentation similar to this DCI Assessment, Use the report and “buy-in” to prioritize future conservation and restoration activities.



Trinidad

URBAN CONSERVATION: THE WHOLE IS MORE THAN THE PARTS



Observations:

- Buildings are deteriorated, making deciding on priorities difficult.
- There are few public policy / programmatic “tools” for creating priorities
- Colorado has a wealth of professional expertise.
- Outside expertise can create a community “buzz.”



Trinidad

DSI Trinidad: Building a Multi-Generational, Design-Centric Approach to City Pride



Observations I:

- You have an extremely rich and important architectural history! (Believe it.)
- Disconnect between community youth (high school and college) and the wonders of the downtown.
- “CSI: Crime Scene Investigation” has popularized (and made interesting!) the role of knowledge in problem solving.
- Social media (e.g., Tagwhat, Google Earth) already have Trinidad “represented.”



Trinidad

URBAN CONSERVATION: THE WHOLE IS MORE THAN THE PARTS



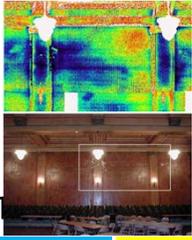
Recommendations I:

- Develop a “visiting panel” approach (like this DCI group) around the concept of building deterioration repair.
- Partner with professional/trade organizations with complementary skills. (e.g., DCI, Association for Preservation Technology (APT), Rocky Mountain Masonry Institute (RMMI).
- Identify 10 to 15 buildings that “need help” Identify funding partners and potential experts.



Trinidad

DSI Trinidad: Building a Multi-Generational Approach to City Pride



Observations II:

- There are many exciting science-based (STEM) “tools” for better understanding building imaging (e.g., photogrammetry), measurement (e.g., 3D laser scanning), energy performance (e.g., thermographic imaging), design representation (e.g., 3D CAD and BIM), design fabrication (e.g., 3D printing and CNC fabrication).

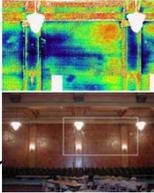


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DSI Trinidad:
Building a Multi-Generational, Design-Centric Approach to City Pride

Recommendations:

- Identify and use science-based technologies that can be applied to understanding the buildings of downtown.
- Identify and partner with funders and technical consultants for using these technologies.
- Partner with local schools (K-12) and TSJC for documenting and “virtually building” downtown Trinidad.
- Engage students in disseminating virtual and physical representations through social media and physical models and exhibits.




What is main street?

Main Street Program

Four Point Approach

Eight Principles:

- Comprehensive
- Incremental
- Self-help
- Partnerships
- Asset-based
- Quality
- Change
- Implementation

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Volunteer based
 Professionally staffed




Potential Funding

Trinidad



4-point approach

Main Street Program
Four-Point Approach



Trinidad



Colorado Dept. of Local Affairs:

Colorado Main Street Program

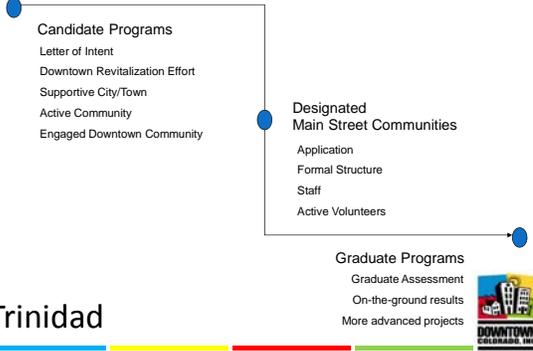
A comprehensive approach to downtown district revitalization

- Partially funded by History Colorado, the State Historical Fund
- Administered by the Department of Local Affairs
- In Partnership with Downtown Colorado, Inc.
- A program of the National Trust for Historic Preservation, Main Street Center





Main Street Program



Trinidad





Main Street Program Benefits

Education	Services
<ul style="list-style-type: none"> ✓ Downtown Institute ✓ DCI Annual Conference ✓ Manager Trainings ✓ Webinars ✓ Various other events 	<ul style="list-style-type: none"> ✓ General assistance <ul style="list-style-type: none"> ✓ On-call ✓ Capacity building ✓ Identifying resources ✓ On-site technical assistance <ul style="list-style-type: none"> ✓ Board/Committee Training ✓ Workplan facilitation ✓ Topical Technical Assistance ✓ Manager orientation ✓ Annual program assessment ✓ Architectural Design Assistance ✓ Networking ✓ Start-Up Visit ✓ Main Street Resource Team ✓ Mini-Grants (2012, 2013)

Trinidad



Main Street Program

Observation: At this point, City efforts are well-organized and can serve to coordinate and sustain efforts.

Recommendations:

- Appoint a steering committee and staff position at the City to guide the downtown revitalization effort
- Collaborate with Creative District
- Create a 2013 work plan
- Organize teams in the four areas, building on existing community efforts. Create job descriptions and appoint team members
- Apply for Main Street candidacy by the end of 2013
- Explore options for an independent downtown revitalization (Main Street program) organization within 3-5 years.

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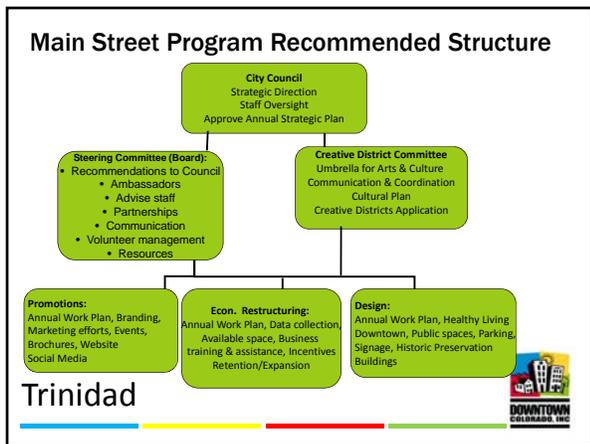


City of Trinidad Emerging Creative District Designation

Colorado Creative Industries,
A Division of the Office of Economic Development and International Trade

In 2011, the Colorado legislature passed [HB11-1031](#). In brief, it encourages the formation of Creative Districts in communities, neighborhoods, or contiguous geographic areas.

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City of Trinidad Emerging Creative District Designation

Creative Districts generally:

- are areas that include a mix of uses within their boundaries
- are typically small enough to be walkable include arts/cultural assets and non-profit as well as for-profit creative businesses
- likely incorporate complementary non-arts businesses such as restaurants, offices, retail stores and housing
- may offer events like art walks and arts festivals
- include community gathering places such as a plaza or park

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City of Trinidad Emerging Creative District Designation

In 2012 the City of Trinidad’s application to Colorado Creative Industries was approved for designating the area known as the Corazon de Trinidad National Historic District area as an Emerging (entry level) Creative District.

The following information shows four areas of focus required in the application, brief observations on the work already done in those areas, and preliminary suggestions for strengthening the creative district efforts in terms of each area of focus.

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City of Trinidad Emerging Creative District Designation

Area of Focus: Community Buy In

Recommendations:

- Involvement and participation could benefit from a formalized plan for integrating community efforts with other downtown revitalization efforts.
- Existing programs and venues could be enhanced by careful planning, collaboration, and targeted marketing and promotion for locals and for visitors.

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City of Trinidad Emerging Creative District Designation

Area of Focus: District Characteristics

Recommendations:

- Throughout the district there should be physical evidence that demonstrates that the creative district exists and what its physical boundaries are.
- There is a mix of venues and businesses that could better coordinate scheduling, hours of operation, promotion and variety of services.
- Strengthen arts and cultural events through focusing on quality through collaborative planning and promotion.
- Develop more focused planning with designated priorities, tasks, work assignments and plans for sustainable funding.

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City of Trinidad Emerging Creative District Designation

Areas of Focus: Other Factors

Recommendations:

- Efforts could be strengthened in these other areas of focus by creating a targeted outreach plan to local schools and TSJC.
- There is a need to expanding public gathering spaces and venues which needs to be part of the overall downtown revitalization efforts.
- Determining the viability of existing buildings and making plans and a timeline for how and when those buildings might be adapted for re-use is essential.
- Considerations of live/workspaces for artists need to be integrated into overall downtown revitalization efforts.

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City of Trinidad Emerging Creative District Designation

Area of Focus: Management and Planning

Recommendations:

- It is great that key city staff are coordinating the program and those efforts could be enhanced by the community embracing this and empower the coordinator to move forward.
- Steering Committee could be strengthened through formalization of roles and responsibilities.
- The creative district has begun collecting preliminary data on the measurable impacts of the creative district, finalizing and utilizing that data will help show the impact of the district, help secure other funding and provide potential stability.
- The formal commitment by the city government may be strengthened by additional involvement in the community, the development of effective strategies for funding strategies, data collection and reporting and evaluation.

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How to get it all done?



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Potential Funding

Potential Sources of Funds include the following list:

- Vendor/Booth Fees
- Business License Fees – expand fee schedule with revenues designated for downtown projects
- Heritage Tourism Office/Colorado Tourism Office grants for promotion of state/region
- AmeriCorps Western Hard Rock Watershed Team Internship
- Funding Assistance from General Fund for downtown improvements
- CDOT Planning and Management Region enhancement funds
- Community Development Block Grant
- Rural Business Opportunity Grants
- Energy Impact Assistance Funding for public infrastructure
- State Historic Fund grant assistance for building restoration
- Trinidad Community Foundation

BUSINESS DEVELOPMENT

- Office of Economic Development and International Trade
- EPA Brownfields Program
- Small Business Administration and Economic Development Administration



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Action Matrix

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



Trinidad

What else is in your tool box?




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Thank you

For more information contact

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

Partially paid for by USDA Rural Development RCDFI Funds.



Trinidad

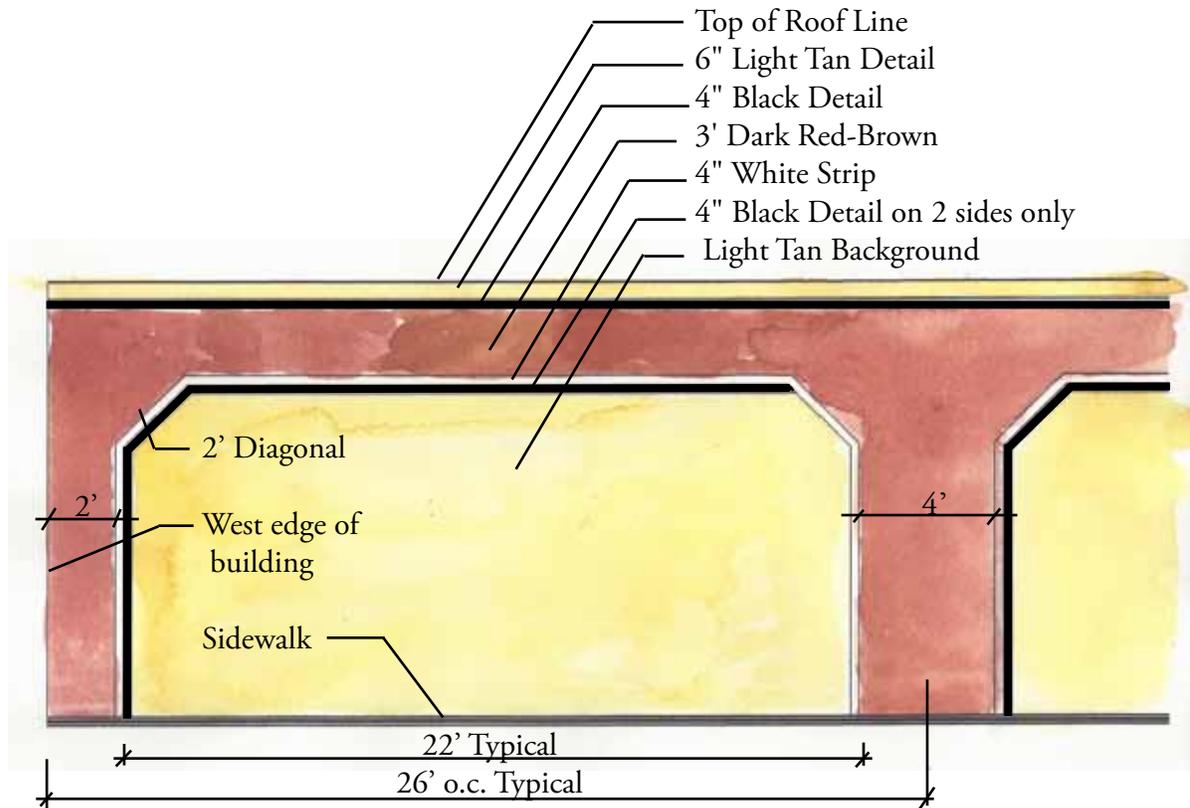
Stakeholder Analysis

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



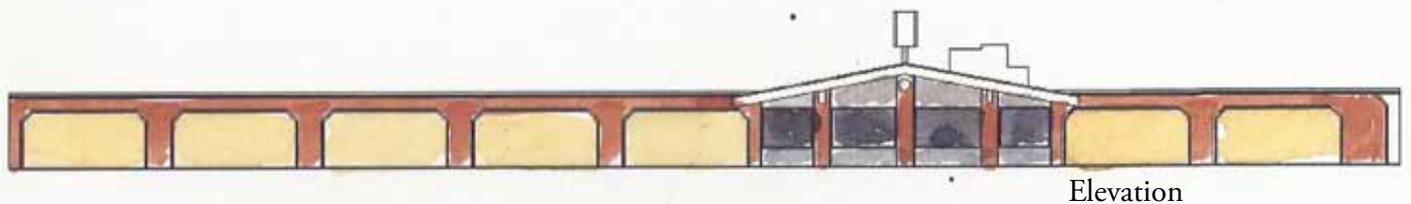
Trinidad

Trinidad Downtown Assessment Design Opportunities

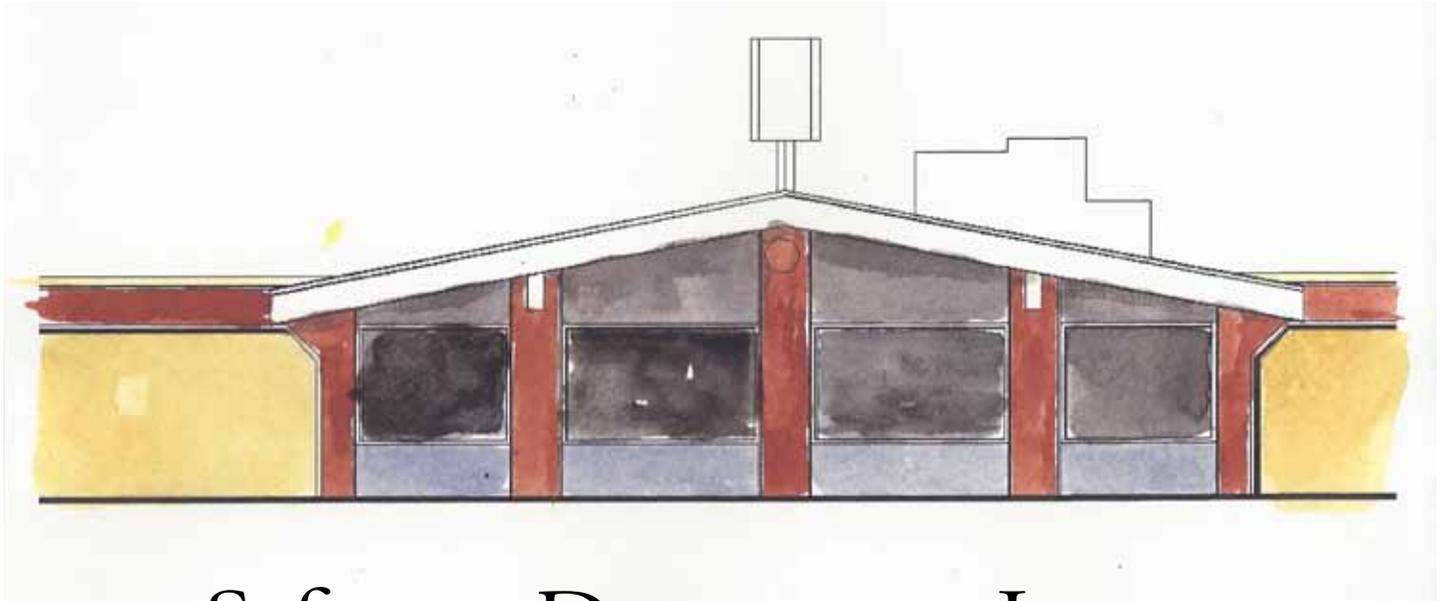


Safeway Downtown Image Panel Detail

Repeating Panels painted to break up the expansive back of the store on Main Street. Panels painted to give impression of shadow and add depth to the otherwise flat surface.

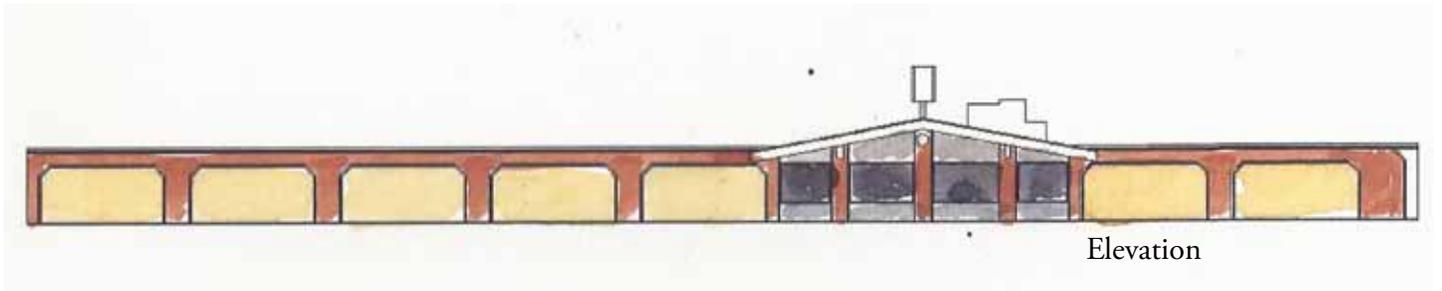


Trinidad Downtown Assessment Design Opportunities



Safeway Downtown Image Back Wall Detail

Under the existing roof line divide up the space to present an image of store fronts with black windows. Safeway could add sale items or other displays onto the painted surface. Purpose is to provide added detail to the otherwise stark wall on Main Street.



Focus Group: Non-Profits + local Orgs

<u>Name</u>	<u>organization</u>	<u>email / phone #</u>
Brandon Collaher	Spanish Peaks BH	846-8704
Kim Riddle	Noah's Ark Animal Welfare Assoc.	noahsarktrinidad@gmail.com
Charlene Trotter	Advocates Against Domestic Assault	719-680-2385 advocate@comcast.net 719-846-9159
Rula Ozzello	So. Colo. Env. Canal	pozzello@gmail.com
Loretta Martin	Trid. Historical Arch. Museum	719-859-4048 Loretta.Martin@trinidad.state.co.us 846-5508
Margaret Apodaca	Trinidad Community Foundation	719-846-3943 info@trinidadcf.org
Mary Ann Newnam	Old Firehouse #1 childrens museum	
George Newnam	childrens museum, Salvation Army, TSS Foundation	
Dave Shier	childrens museum, Salvation Army	719-859-2535
Steve Block	Trinidad Times Independent	719-846-8799
Kimber Begaw	Trinidad Area Arts Council	director@trinidadarts.com 846-1441
Wayne Pritchard	Mitchell Museum, history museum, Fresh Artists, Creative District	artstyle728@msn.com 719-242-7951 LMbeuszler@aol.com 719-845-1433.com
Marilyn Leuszler		
Paula Little	A.R. Mitchell Museum	Mitchellmuseum@officequest.net 719-855-4502
Kim Krisko	TCF TRANTECH@MINDSPRING.COM	
Paula Manini	HISTORY CO-TRINIDAD HISTORY MUSEUM	paula.manini@state.co.us 719-846-7217
Marc Crittore	DOLA	
Chris Koziol	U of Colorado Denver	303-536-6816
FRED VAUGEIS	Southern Colo REPETORY THEATRE	845-9213
HARRIET VAUGEIS	SCRT ↑ →	846-4765
Charles Bohlen	Trinidad State Junior College	719-846-5486
Priscilla Fraser	So Central COG	719-845-1133x216
Cheryl Clark	City of Trinidad Tourism Board	Trinidad has Animals City Chamber of Commerce 719-846-9285 846-9506
Stevens Kelly	TAA Eco Develop.	tlaceo@aol.com
LeAnne Brannen	TAA - SCRT	846-9285

(PAGE 2)

LEE MERKEL COLORADO DOLA 719 544 6577

MIKE TUPA - PRADIAN DESIGN GROUP 303 418 9470

TOM PERRY - TCF, CRCC, BARNI CSF 719 846 8380

TOM AND LINDA PERRY @ GMAIL.COM

PHIL RICO F & K PHICO @ BUILDERS3091.COM



General Public

Monday, October 1st @ 7:00-8:00 pm

Wayne Pritchard
Carey Chenes

Carla Carnes

Bill Winter

Peggy Westmoreland

Ray Carson

Jean Muzzulin

MIKE LUPA

Paul Cordova

Roberta Cordova

Linda Perry

LEE MERKEL

ROBERTA J. Lutzers

Martina Fitzgerald

Piscilla Fraser

Sharon Boyd City of Lamar

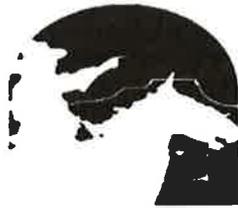
Marc Citrone

Chris Koziol

Jim Ahlin

Nanet Hammond

Doug



CITY OF TRINIDAD, COLORADO
1876

Business & Commercial Property Owners

Monday, October 1st @ 5:15-6:45 pm

Bill Wintz

~~Kevin Deacon~~

David Hugel

LEE MERKEL

~~MIKE TURA~~

Dave Shier

George A Newman

Mary Ann Newman

Karen Biago

Ed Biago

Miriam Zappante

Rancy Luksey

JOE VARRINO

Chris Kozial
by MICHAELS

Vicki Johnson

~~Bryan Bryant~~

Shanna Hodge - City of
Lamar

Cheryl Clark Black Jack's

Wayne Putschard

STEVE BILTON

Carol Bolton

Michelle Miles

Steven Kelly

Jean DiSisio

John R. Bates

Mac Citrone

Howard M. Jansky T.C.F

Canible
3019 Toural