**Report Components**

<table>
<thead>
<tr>
<th>Section</th>
<th>Pages</th>
</tr>
</thead>
<tbody>
<tr>
<td>Introduction</td>
<td>3</td>
</tr>
<tr>
<td>Executive Summary</td>
<td>3</td>
</tr>
<tr>
<td>Background Information and Historic Context</td>
<td>4</td>
</tr>
<tr>
<td>Focus Group Observations</td>
<td>4</td>
</tr>
</tbody>
</table>

**Assessment Team Recommendations**

- Management                                    5-8
- Marketing & Promotion                          8-14
- Economic Development & Restructuring           14-17
- Physical Improvement and Design                17-24

- Funding Mechanisms                            25
- Participating Stakeholders                      26

- Team Member Bios                               26-28
- Emerging Leader Team Support                   27

**Implementation Toolbox**

**Team Members**

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

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

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

Executive Summary

In the winter of 2014, The City of Leadville and the Leadville Lake County Economic Development Corporation (LLCEDC) requested a downtown assessment from Downtown Colorado, Inc. (DCI) for April 28-29. The purpose of an assessment visit is for a team of consultants who specialize in downtown and community revitalization to identify community issues and opportunities, as well as to provide tools, insights and direction to help the host community achieve its community revitalization goals.

Prior to this visit, the City of Leadville and LLCEDC planned the agenda, identified key stakeholders for focus groups, and provided extensive background information about the history and status of Leadville’s downtown revitalization efforts and the issues facing the community.

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

On the second day of the assessment, team members gathered to discuss their observations and formulate recommendations. That evening, team members presented their findings in the form of a PowerPoint presentation followed by a question-and-answer session open to the community-at-large. The following report provides a brief history of the community, an overview of the downtown assessment process, a list of observations gathered from the community, and provides action recommendations for short and long-term implementation.
Background Information and Historic Context

The beautiful City of Leadville, located in the heart of the Rocky Mountains at the headwaters of the Arkansas River, sits at an elevation of 10,152 feet, making it the highest incorporated city in the United States. It is the county seat and only municipality in Lake County, Colorado. Once the second largest city in Colorado after Denver, Leadville now has a population of 2,602 people.

Leadville’s history is one of the most fascinating and important stories in the Western United States. In the 1860s, placer gold was discovered in California Gulch, and mining camps sprung up throughout the region. In 1874, silver was discovered near Oro City, and in 1877, amidst blossoming silver camps, the City of Leadville was founded. Leadville was notoriously wild and attractive to celebrities in the 1880s. Doc Holiday, “The Unsinkable” Molly Brown, and famously successful businessmen Charles Boettcher lived in Leadville, a city of 40,000 during this time. Oscar Wilde visited the city, as did the outlaw Jesse James. The Guggenheims got their start in Leadville. David May, whose department store became Macy’s, began his career with investments in Leadville mines. Horace Tabor, who made a fortune in the Little Pittsburgh and Matchless silver mines, became one of Leadville’s most famous citizens. In the course of decades, he went from Kansas farmer to Leadville postmaster, to millionaire senator to poverty again before his death in 1899. His affair and marriage to “Baby Doe” Tabor was famous and he left behind a rich cultural legacy, including the beautiful and still-active Tabor Opera House.

The Little Pittsburgh and Matchless were two of Leadville’s most famous and productive mines. According to the Mining History Association, the cumulative production of Leadville’s mines, until 1967, was $512 million, or $5 billion in today’s dollars. With the repeal of the Sherman Silver Act, in 1892, however, the price of silver dropped, and Leadville’s boom ended.

In the 20th century, mining continued to play an important role in Leadville’s economy. The American Smelting and Refining Company (ASARCO) operated the Black Cloud mine until 1990. The Climax molybdenum mine, supplied 75% of the world’s molybdenum at one point, and provided a great deal of the molybdenum necessary for the production of machinery for both world wars. The mine reopened in May 2012, after almost thirty years of inactivity. Leadville is now a major tourist destination for those interested in history and for outdoor recreation enthusiasts. Since the 1980s, the Leadville 100 Race Series, which features long distance running and mountain bike races all summer, has become a world class sporting event.

Leadville faces challenges related to a tourist focused, seasonal economy and finding developers and investors for the preservation and maintenance of the large historic buildings downtown. However, the assets of Leadville are considerable—a campus of Colorado Mountain College, an airport, a beautiful and walkable downtown district and a tenacious spirit. Downtown reinvestment, along with airport related development, will play a significant role as Leadville moves into the 21st century.

Focus Group Observations

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

- Residents love the small town community, supportive environment and tremendous natural beauty.
- There is tension between the heritage community and the outdoor community.
- Colorado Mountain College is a huge asset, which is not fully utilized.
- Leadville has rich cultural assets and

3Lake County Tourism Panel. http://www.visitleadvilleco.com/history
historic buildings, but many of the museums are closed during the winter.

- There is a demand for more diverse restaurants downtown.
- Crossing Harrison Street can be difficult.
- There are strong events in Leadville that draw significant numbers of visitors.
- City ordinances and codes are not well known or understood.
- Leadville faces the challenges of a seasonal economy.
- Leadville has unbelievable amenities for a community of its size.

Assessment Team Recommendations

This assessment focuses on activating stakeholders and resources in a comprehensive approach to capture and direct existing activities into four main topic areas that are vital to revitalizing downtowns. This report follows the National Main Street Center’s Four-Point Approach® of Organization, Economic Restructuring, Promotion, and Design. The Department of Local Affairs is the coordinating agency for the Colorado Main Street program and should you have any interest in joining the program, please contact them. The following sections are included in this report:

1. Management: Primarily focused on resource management including human resources, partnerships, and finances.
2. Marketing and promotions: Primarily focused on branding and messaging, communication, and events.
3. Economic development and restructuring: Primarily looks at opportunities to collect data, enhance services for business, and identify and catalyze underutilized assets.
4. Physical improvements and design:
   A. Urban Design: Primarily looks at streetscape beautification, infrastructure and the built environment.
   B. Transportation: Focuses on automobile, pedestrian, bicycle and ATV traffic, with special consideration given to parking, outdoor recreation and connectivity to historic assets.
   C. Building Codes and Heritage Preservation: Primarily looks at building codes and preservation tools.
5. Funding mechanisms: Looks at ways to fund the projects described in each section.

The observations gathered from the community have been categorized into one of these five topic areas. Recommendations specific to the City of Leadville follow each observation.

Management

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

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

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

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

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

Given these realities, we cannot overemphasize the importance of placing organizational development amongst the highest priorities of early revitalization activities. Most, if not all, of the recommendations in this report are made within the framework of this understanding and the assumption that this is the foundation of all community revitalization efforts.

One way to effectively manage Leadville’s efforts toward downtown revitalization could be to apply to become a Main Street Candidate community through the Department of Local Affair’s Colorado Main Street program. The Colorado Main Street program provides structure and an overall approach to downtown revitalization that has been proven to work over the past 35 years.

Observation: The community has strong elected leadership at the county and city government level. With turnover in these positions, however, the community can, at times, lack a clear community leader. It is important to protect the community from the effects of the turnover and ensure that the work being done by each organization can continue, regardless of who is in an elected office.

Recommendations:
- Formalize the relationship between the various governmental groups to ensure cooperation when administrations change. Encourage representatives from county government to attend city meetings, and vice versa. Strong inter-governmental partnerships only happen when everyone is on the same page.
- Continue and formalize the city and county meetings. The Leadville/Lake County Coalition serves as an important venue for information sharing and problem solving. This Coalition should be formalized, with regular meeting times and minutes made public.
- Identify opportunities for all organizations to come together to share information. Both governmental and non-governmental organizations play an important role in the development and success of the community. As work progresses and liaisons change, it becomes more important to have a clear understanding of how the organizations will continue working together.
Consider a dialogue to outline the roles of the chamber, economic development committee (EDC), and tourism board to ensure that work is not being duplicated. A dialogue/meeting was held in the fall of 2013. Additional/ongoing meetings, especially between the chamber and the EDC, should be held to ensure that services are adequately covered (and not being duplicated) for marketing and branding the community, business attraction and retention and primary job creation/affordable housing/transit. Be sure that there is one umbrella organization dedicated to synchronizing planning for events.

**Observation:** There are currently four governmental organizations in Lake County: City, County, Parkville Water and Leadville Sanitation. Each organization provides specific services for citizens, including water, sanitation, and general government. In some instances, it can be difficult to understand how the governments work together and how citizens can work with each of them.

**Recommendations:**
- In some instances, citizens and businesses may be confused by which government organization they need to be talking with in order to get certain information or get something done. To clarify, outline or visualize how the various governmental and business support organizations relate to one another, the steps that a citizen or business needs to take to access services, and who the key contacts in the process are. Include the city, county, water, sanitation, chamber and EDC. It should be made clear on the City of Leadville's website and in printed materials, which governmental organization is responsible for property purchase or improvements, business startup or enhancement, holding an event, etc. Ensure that this information is clear, consistent with practices and easy for the public to access.
- Considering instituting a Citizens Leadership Academy in Leadville/Lake County. This academy would teach citizens about the roles and responsibilities of various governments as well as instituted processes. Colorado Mountain College (CMC) could potentially offer a leadership summit, similar to the courses offered in Summit and Eagle Counties.

**Observation:** There is discussion of consolidating the City of Leadville and Lake County governments.

**Recommendation:** The city and county should continue to work closely together and set up regular, formal meetings (as detailed in this report). Consolidating governments is a lengthy and intensive process, which was intentionally omitted from this report. However, Leadville and Lake County should continue to discuss consolidation, and should talk to their DOLA Regional Manager and others about this process.

**Observation:** There are many opportunities for organizations in the community to partner together. Many entities in the community offer complementary services or benefits, such as the museums, event organizers, and the many organizations that have contact with community members on an on-going basis. Making connections between organizations can save money and help each organization reach a larger audience.

**Recommendations:**
- Utilize the monthly bills sent to residents from Parkville Water or Leadville Sanitation to inform the citizens of events or other community announcements.
- Community organizations need to look into volunteer resources available through the high school and Colorado Mountain College. Creating a volunteer database, complete with job descriptions and organizational needs, will help attract those interested, and able to work on, the various events happening in Leadville.
Observation: The city has a number of great organizations that survive on donations and volunteers. Unfortunately, it is difficult for organizations to sustain long term with this model. Limited resources can lead to burnout, stressed budgets and overworked staff so it is important to identify every opportunity to sustain and grow these organizations.

Recommendations:

- Research opportunities for hosting an AmeriCorps VISTA (Volunteers in Service to America) volunteer position in Leadville. This position could be housed within the city, the Historic Preservation Commission, at the visitor center or with the EDC. The Climax Mine, or the Office of Surface Mining would be great places to look for funding to hire a Western Hardrock Watershed Team VISTA.

- Find ways to engage the youth in the community. Consider linking historic preservation to youth—painting buildings, a youth council, etc. DCI has a workbook and program on youth engagement in downtown and community processes. This would be a great resource for Leadville. Identify work study or paid internships—CMC, high school, etc. The Leadville Workforce Center (a program of the Colorado Department of Labor and Employment) has a paid internship available for ages 16-21 to train new employees.

- Assess the benefits of the Leadville Lake County Chamber of Commerce switching to an investor model. An investor model would allow the chamber to represent all businesses on the website and in printed material, creating a stronger image for all businesses and the community. The process will require an evaluation of the benefits the chamber currently offers and development of a tiered level of services for those who invest. This could be advantageous for both the business community and the chamber itself.

Marketing & Promotions

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

Observation: The community needs to set and utilize objectives to guide projects and planning. The comprehensive planning process will be a strong tool for identifying and shaping the community vision. But that vision is not just for planners. The vision and objectives should shape the planning of events, business and industry attraction messaging, design and physical improvements, and the programs or partnerships the community builds.

Recommendations:

- Use the comprehensive plan to prioritize projects for partnerships. In the meantime, begin considering a broad list of stakeholders and the role of each in creating a more robust and vibrant community through partnerships that enhance existing resources. See the stakeholder analysis in the Appendix of this report to assist in this process.

- Create youth positions and possibilities for youth to engage. Identify needs in the community for engagement and then pose a question to youth to build ideas. Use these ideas to allow youth to create job descriptions and empower them to create youth roles in the community around
problem solving and creating a place that they would like to stay in.

- It is great to have weekly business and government meetings but not everyone is aware of them. Consider formalizing weekly community coffee meetings by creating content for them based on current events. Post meeting updates online and be sure to include accomplishments in the news periodically to continue to build enthusiasm.

**Observation:** The promotional opportunities available to Leadville are amazing! It is time to embrace who you are as a community, all of the various layers, and present Leadville in a cohesive and holistic manner.

**Recommendation:** Celebrate your niche. Identify your special things! While a few of them are listed below, only you as a community can really know what people consider unique to Leadville. Consider how to work your unique and special products into the messaging, community packages, and celebrations.

- Leadville has access to miles and miles of groomed trails for skiing and snowmobiling.
- Leadville is home to the Race Across the Sky.
- There are soft, fleece dresses made in town.
- Leadville is the highest incorporated city in the United States.
- Leadville’s history is an amazing asset.
- Leadville is one of the few cities in Colorado (or the United States!) with a skijoring festival.
- Leadville/ Lake County is home to Colorado’s two highest peaks; Mt. Elbert (14,433’) and Mt. Massive (14,421’)
- Leadville is located in the Colorado Mineral Belt, the richest region of the state for gold.

**Observation:** Events should be planned strategically with objectives and a process for consultation. It is important to have a clear picture of what you want if you are to achieve it. Make sure that the larger community objectives filter into all of the activities, plans, and projects that you dedicate resources to.

**Recommendations:**

- Create community wide objectives for all events. Too often, communities continue holding an event because that is the way it has always been done. It is important to think about your community and what you are hoping to build with your promotions strategy. What you hope to build may be a stronger awareness of your history or it may be increased exposure to recreational activities, a stronger tie with your Latino population, or to help build your retail sales. Most likely it will be a combination of objectives. Choose as many objectives as you have, but try to build in a component to events to ensure they are supporting each community goal.

- Complete the events matrix (included in the appendix) and evaluation process annually to review each event. The events matrix allows you to look at each event to review how objectives are built into the event planning. It is important to use objectives set for the whole community and then incorporate them into event planning by adding quality and tweaking events, not creating a new event for every objective. It is important to consider quality over quantity.

Be sure to consider:

- Youth engagement and how to empower youth to take leadership roles in event planning. The community indicated that youth could take a larger role, whether it be by empowering college students or by enhancing programs for young kids.

- Developing a multi-cultural component to engage your various demographics. The various cultures and demographics in the community can add to a rich mixture of culture and ideas but there has to be an outlet for these concepts to be expressed through events, promotions, etc.
### Strategic Event Objectives

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### STRATEGIC EVENTS CALENDAR

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It is good to have strong partners in putting together events with one coordinator in order to identify areas for enhancement. The chamber is a great partner to manage events and consider training that will benefit businesses. Encourage partnerships by having one entity, perhaps the chamber, serve as the event coordinator – but don’t do the planning – instead, create requests for other entities to create components for the event. For example, if a new event were created, the following roles could all be incorporated:

- The Leadville100 group could plan a race;
- Artists could create temporary displays to celebrate the history of the community for the week of the event;
- Elks might create a pasta dinner fundraiser the night before the race, and each business could be open and have a special for racers;
- Each restaurant could create a brunch special the day after;
- Retail stores could have a special for racers; and
- Youth could create a news story and interview the racers about their training and impressions of Leadville.

Observation: Working together provides a lot more opportunity for marketing. Collaborative planning and promotions not only saves money (by combining the different marketing funds budgeted) but also creates larger and more robust packages to market.

Recommendations:

- Develop a collaborative marketing program to identify areas for complimentary advertising. The idea behind collaborative marketing is to identify different products or services that are complimentary, and then create a package of products or services. This can start with a dialogue between businesses, perhaps led by the chamber, to identify the items and services that businesses would most like to move or promote and then look for cross promotional opportunities.

- Leadville would benefit from a community wide system for reservations of different types of lodging. While there may not be enough room stock to make this feasible for the larger management companies, it is still worthwhile to review creating a unified system for presenting the diverse stock of lodging through a directory and eventually an online Leadville reservations system.

- Develop some options highlighting day trips from Aspen, Vail, etc. Marketing dollars should not be focused only on the Front Range, but can incorporate shorter trips to engage people from surrounding vacation destinations. The historic beauty of Leadville, combined with fun events and activities, is a draw for people from other communities who are looking for a short visit to see more of Colorado.

Observation: Leadville is a small community with many different outlets for information. Consolidating resources by identifying one point of contact would be more impactful and develop a stronger local and visitor following.

Recommendations: Consolidate informational websites to have one that can be maintained affordably. The time and money that goes into a well maintained website can be a lot for a small community. The city should consider contracting communities members (or enlisting as volunteers) those community members who run their own Leadville websites to work on content for the city website. It takes a team to create a fantastic website. Consider where to house information and work with all groups to keep updated and meaningful information. One web site with pages for community partners with links to:

- Individual organizations web pages: This should include a broad range of public and non-profit partners who provide
services, events, and volunteer and training opportunities in the community.

- One calendar for events and fun: Consider using the Leadville Community Hub as a possible starting point. This should be an inclusive calendar where all events can be listed. There should be links to specific event details either on this site or on the event organizer's page. There should be a clearly explained process for how to include an event in the calendar, how to make suggestions for current events, and how to volunteer for events. This would likely be a function of the chamber, tourism board, visitor’s center or lodging group.

- Volunteer opportunities: This should be a clearly explained sign-up option that links the volunteers to a survey of skills and a place for them to describe the ideal volunteer experience. If there are committees, the confirmation of survey submittal can include descriptions of the committees. Once the initial form is completed, this might direct the interested volunteer to a new Wiggio site where projects, committees, etc. communicate about upcoming meetings. Wiggio, or other tools like it, is a free online site that you can use to communicate with your volunteers, partners, etc. so as not to have that information cluttering your events and information geared towards visitors.

- Recreation and heritage tourism opportunities: Similar to the event calendar, the recreational and heritage tourism opportunities should be a fun informational page that helps people understand the options, available times of year, equipment providers, and discounts/specials offered to enthusiasts of the most popular activities. This, too, would likely be a function of the chamber, tourism board, visitor’s center or lodging group.

- Businesses: The more businesses listed, the stronger your community will look to visitors. Grouping them by uses such as services, retail, restaurant, lodging, etc. makes for ease in navigation. While all businesses should be listed, benefits can be enhanced for businesses who invest in additional features.

- Fun itineraries: Make it easy for visitors or second home owners to plan a day (or a week) by planning a fun collection of activities, places, and meals to make the most of “a four hour tour of Leadville”. This is another area where inclusion in itineraries could be a benefit for those who invest in additional features. This would likely be a function of the chamber, tourism board, promotions committee or lodging group.

- Relocation information: Consider the needs of people thinking of living, working, retiring, or opening a business in Leadville. This will include available commercial properties, links to residential properties, traffic counts, leakage numbers, school district statistics, stories of the community coming together, fun things to do, amenities, broadband, workforce, airport!!, and so much more. This is a good place for the economic development corporation to sell the community.

- Government tabs: Each governmental entity should provide some information but it should be shaped from the user perspective. This is important for easing the process of investing in properties and businesses regardless of being in the county or city, and having the user feel taken care of regardless.

- Create a series of messages to show off assets to locals.

- Sometimes residents are so involved in work and daily life that they forget about celebrating their place. Identify ways to remind people of their love for Leadville and issue them an official invitation to come play! Create an inventory of local assets, historic buildings, spectacular views, art exhibits, great restaurant deals, free days at the museum, specialty retail items, and more. Then let the visitor’s center
show people how they can enjoy multiple activities in one itinerary.

- Empower your community to create fun ways to celebrate, highlight their favorite places in the community, tell the story, and create an infectious atmosphere that demonstrates a love for Leadville.
- Develop a shop local campaign for stores using the 3/50 campaign. This easy to use online resource has downloadable posters, messages, etc. to help communicate the value of shopping local. Spread this message through local media, web announcements, posters and flyers.

**Observation:** There is some cloudiness about resources and their availability in Leadville. Most small communities rely on word of mouth and personal relationships to share information. However, it is important to have clear, written materials to inform people who aren’t in existing networks and to serve as myth busters for rumors and gossip.

**Recommendations:**
- Create the one-stop-shop website listed above as the place that people can find facts about events, volunteer opportunities, important city news and more. Designate public places where official information is available, such as the newspaper, post office, etc.
- Develop a local informational training and educational program for employees in downtown businesses to educate the businesses and their employees about the products and services available. Have a celebration for locals to enjoy the products and services in Leadville. This will help employees better promote the amenities and activities in Leadville.
- Create first time home buyer materials to help potential entrepreneurs understand their options. Do the homework for people who might want to move to the community. Identify the resources, lenders, and properties that Leadville would like to promote or where Leadville needs some investment.
- Develop a museum of the week program.
- Let youth propose ideas to populate vacant space. Engage with all heritage, cultural, and innovative groups to identify displays and other ways to create a spectacle in the community. Bring history and cultural to unconventional venues.

**Observation:** Certain demographics are not as engaged with the community as desired. While this is not uncommon, it provides Leadville with a great opportunity to enhance those relationships. Start now! Use the comprehensive planning process to engage all the demographics, not just the usual participants.

**Recommendations:**
- There are many public, non-profit, and small businesses that could use some assistance and provide training in return. Create formal job descriptions to engage interns and volunteers with non-profits, businesses, commissions and boards.
- Develop an innovative and inclusive approach to asking youth, CMC students, and Latino citizens to share ideas for improving Leadville and then ask them to help implement the ideas (see Table 1). It will be important to identify means for translating and creating bilingual messaging.
- Develop outreach, communication and messages to CMC students to let them know that there are opportunities for them to “Learn and Lead in Leadville” (see outreach table on next page).
- Use schools and churches to reach parents and bilingual residents (see Table). Work with CMC and the school district to translate materials and identify some ways to engage those who don’t speak English as their first language.
Economic Development & Restructuring

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

Observation: There are three main components for any community’s long term economic stability. Leadville should consider furthering developing a strong economic development plan which uses existing assets for business attraction, retention, and expansion.

Recommendations:
- Continue efforts to develop an airport business park to diversify Leadville’s economic base. Work with planning and zoning to change the zoning from mining to light industrial uses. Continue working with the U.S. Economic Development Administration to develop a current master plan (include cost estimates for water, sewer, road, electricity, broadband and other infrastructure costs). Begin reaching out to high altitude aviation testing companies and other potential businesses. Work with potential businesses and investors in the master planning process so that development best meets the needs of businesses.
- Advocate strongly for broadband improvements. There is a direct correlation between economic stability and technology.

<table>
<thead>
<tr>
<th>Potential Outreach</th>
<th>Inclusive Outreach Strategy</th>
</tr>
</thead>
</table>
| Employers          | 1. Reach out to major employers that are attracting newer Spanish speaking residents and employees. Ask if they would be willing to share bilingual welcome information, and bilingual information about upcoming events.  
2. Consider if there are bilingual people willing to translate and interpret collateral material, communications, announcements and events to create welcome information and flyers that can be shared with employers. Connect with LiveWell Colorado and CMC to include graduates of their translation program in city, county and EDC events and meetings. Work with them to increase public engagement of the Latino population. |
| CMC                | 1. Connect with motivated young leaders and empower them to plan a community event to engage all people in a fun and educational event or activity downtown.  
2. Consider if there are bilingual people willing to translate and interpret collateral material, communications, and announcements and events to create welcome information and flyers that can be shared with employers. Again, work with LiveWell Colorado and CMC. |
| Arts Groups        | Creativity and fun crosses all cultural barriers. Identify fun, dancing, musical, visual arts, or design projects that celebrate diverse cultures. Create an open (and bilingual) announcement for ideas for projects to decorate empty windows, public spaces, etc. |
| Schools            | Youth are among the most adaptable and creative groups in a community which helps bridge the cultural divide. Use the school system as a venue to talk to diverse groups and share information with their families. Empower a youth council to identify their priorities for making this community a place they want to stay in.
Currently, the Governor’s Office of Information and Technology is leading a statewide broadband initiative. For more information and contact please visit http://www.colorado.gov/cs/Satellite/OIT-StateInitiatives/Cبون1251575390656.

- Approximately 52% of Climax’s employees live outside of Lake County. There is currently a need for more housing options in order to capture that segment of the workforce that commutes. Consider conducting a market study to help identify what type of housing is needed. More housing options would also help retain or attract families into the community.

**Observation:** There appears to be an opportunity to further support your downtown businesses and grow your local economy by encouraging local consumers to shop downtown.

**Recommendations:**

- Encourage downtown businesses to hold consistent business hours. It may take some time to effectively communicate to all of the consumers about the hours, but once the community knows what hours to come downtown, business will profit.
- Make sure to communicate about business hours by utilizing social media and print media to reach all the different target markets for each business cluster.

**Observation:** Encourage and support an environment of entrepreneurship to help grow and diversify Leadville’s economic base.

**Recommendations:**

- Foster economic gardening programs. This approach to economic development focuses on nurturing existing and potential local business as a priority. There are several examples, including Littleton, Colorado, who pioneered this new and popular approach. Make sure to conduct outreach to all members of your community including: Latinos, artists, seniors, students, newcomers, etc.
- Consider a commercial kitchen or co-work space downtown. This is would be a great way to activate a vacant space and incubate a new business, and would also be a great way to attract currently at-home business to a space downtown.
- Support the Leadville Community Market group to have a locals Farmer’s Market in the summer and indoor co-op in the winter.

**Observation:** According to the State Demographer, Leadville is more ethnically diverse than the rest of the state and this trend is projected to continue. Having a multicultural community enriches so many aspects to your downtown, but only if all residents are involved. 29% of Leadville’s current population is Latino (See State Demography Population by Race and Ethnicity Table on following page)

**Recommendations:** It’s important to make sure that all members of your community are included in Leadville’s community planning.

- All communication material should be in both English and Spanish. Language can be a huge barrier when trying to be inclusive. Have a native speaker review any printed material before sharing documents.
- Make sure to include cultural events, music, and food in your downtown planning.
- Make sure everybody is genuinely engaged and actively learning about each other’s cultures.

**Observation:** A strong retention program for your local business is an important part of any economic plan.

**Recommendations:** Conduct regular training to ensure that public and private entities are able to work together most effectively:

- Develop training for employees to grow the understanding of local products and services. Create a referral program to entice employee referrals, etc.
- Develop customer service trainings.
Hold real estate rental training for property owners and consider creating local incentives for owners to report rental income.

Make sure you have a regular communication strategy with your business to help build relationships.

Observation: Make sure Leadville is known for being business friendly.

Recommendations:
- Track the business permitting process to assess the business climate.
- Work to improve any “bottlenecks” in your permitting process.
- Develop a simple guide for relocating to Leadville to include with new resident and business guide materials. This should be in Spanish and English.
- Conduct trainings on health department and other codes.
- Start to collect zip codes and other consumer data to help with creating more strategic decisions about marketing (encourage point of sale tracking software for businesses).

Observation: Build on the concept for local food production that is being championed by community members.

**Leadville Population by Race/Ethnicity**

<table>
<thead>
<tr>
<th>Race/Ethnicity</th>
<th>2000</th>
<th>2010</th>
<th>% Ch</th>
<th>2010 % Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>White alone</td>
<td>2,031</td>
<td>1,774</td>
<td>-12.7%</td>
<td>68.2%</td>
</tr>
<tr>
<td>Hispanic or Latino (of any race)</td>
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<td>745</td>
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<td>28.6%</td>
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<tr>
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<td>26</td>
<td>4.0%</td>
<td>1.0%</td>
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<tr>
<td>Black or African American</td>
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<td>4</td>
<td>33.3%</td>
<td>0.2%</td>
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<tr>
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<tr>
<td>Hawaiian and Pacific Islander</td>
<td>1</td>
<td>2</td>
<td>100.0%</td>
<td>0.1%</td>
</tr>
<tr>
<td>Some other race or 2+</td>
<td>34</td>
<td>36</td>
<td>5.9%</td>
<td>1.4%</td>
</tr>
<tr>
<td>Total population</td>
<td>2,821</td>
<td>2,602</td>
<td>-7.8%</td>
<td></td>
</tr>
</tbody>
</table>

Census 2000, 2010

Recommendation: Whether located at temporary or permanent sites, look at opportunities to increase local food production. Explore the potential to locate on the UP Site on Highway 24 and Monroe Street.

Observation: Implementing the Entertainment District Ordinance could benefit your community.

Recommendation: Continue to investigate the opportunities that the Entertainment District could bring to downtown Leadville. The Entertainment District was approved in ordinance to: “enhance quality of life and opportunities to celebrate the historic character, heritage and cultural diversity of the community with opportunities for more activities, uses, events and socializing in the historic downtown; and enhance the economic vitality of downtown retail shops, restaurants and taverns, lodging and other businesses.” Continue to work with property and business owners to implement the District and promote economic development in downtown.
Physical Improvements & 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 in order to improve the experience of visiting downtown for residents and visitors. At the forefront of the design effort is the restoration of historic buildings, which helps establish the backdrop of a downtown’s sense of place. The Physical Improvements & Design section is broken into three sections: A. Wayfinding & Urban Design, B. Transportation and C. Building Codes & Heritage Preservation.

Urban Design

Observation: There are no distinctive gateways into the City.

Recommendations: Develop new locations and iconic design for gateway signs.

- Leadville is one of the most historic cities in the Rocky Mountain region. It is a city that draws many visitors, both intentionally and those who stumble upon the community while traveling to other destinations. Leadville has a great opportunity to improve the identity signage that lets people know that they have entered the city, and to promote the abundant historic and recreational amenities that exist in the community.

- The purpose of creating a signage system is to increase the visibility of the many attractions that the city has to offer, to improve the ease of wayfinding for people visiting or travelling through, and to denote when a visitor has entered the city. Gateway signage currently exists at key entry points (from Highway 91 and Highway 24 on the north and Highway 24 from the south), but the signage is inconsistent and in some cases not very visible. It also has no aesthetic similarities. The northern location is difficult to see because of tree growth, is in a location that is too far from the downtown core and is forced to compete with a large number of private and commercial signs. This gateway could potentially be moved closer to the core of the city.

- Proposed signage should incorporate brand and identity efforts of the city’s marketing and promotions groups, be consistent, incorporate durable materials, consider the mountain climate, snow storage and loading, and reflect the community’s character.

Observation: Some signs along Highway 24 are in confusing locations. Wayfinding signage should be improved.

Recommendations: A comprehensive and holistic system of wayfinding signage should be implemented.

- Leadville has a multitude of parks and recreational amenities, historic landmarks, cultural facilities, shops, trails, restaurants and lodging opportunities, but there are few directional and wayfinding signs that help visitors locate these facilities.

- Wayfinding signage should be located in strategic locations along primary roadways, such as Highway 24. The signage should direct visitors downtown, to cultural facilities (such as the many museums), parking, parks and trails.

- Tourist Oriented Directional Signs (TODS) should be discussed with the Colorado Department of Transportation (CDOT) to include signage that directs people to downtown, continues to promote heritage sites, and is consolidated and designed in a holistic manner.
**Observation:** There are no designated locations for promoting the city or community events with signage.

**Recommendations:**

- Create opportunities to incorporate banners and non-traditional visual cues that promote the city and community events.
- Incorporating banners that provide information about Leadville and upcoming events is a way to improve awareness for visitors. Utilizing the existing right-of-way adjacent to Highway 24, such as adjacent to the fire station or the Union Pacific site, would be ideal potential locations for this type of application.
- The city should consider working with CDOT and property owners to implement a banner program.

**Observation:** The Visitor’s Center is set too far back from the street, which decreases visibility and overall effectiveness.

**Recommendation:** Improve the Visitor’s Center visibility. There is a great opportunity to enhance the Visitor’s Center through potentially sharing space at the adjacent privately owned historic church building. The building is very visible and offers additional space that could enhance the mission of the Chamber and other organizations that assist in running the facility.

**Observation:** It can be difficult to locate public restrooms downtown.

**Recommendation:** Signage to indicate public restroom availability and heritage information should be more visible along the right-of-way.

**Observation:** There are significant and important historic signs and markers in the community, some of which are difficult to access because of their locations.

**Recommendation:** Make historic markers more accessible. Leadville’s history should be celebrated. There are many historic markers that exist throughout the community, but some are located along major roadways without sidewalk access. The city should consider making these markers more accessible, by either adding vehicular pull-out locations near the signs or moving the signs to a location that can be more easily enjoyed by pedestrians, such as the “museum district” near 9th Street and Harrison Avenue.

**Observation:** The Heritage House, National Mining Hall of Fame and Healy House should be more recognized.

**Recommendations:** Explore enhancement of Harrison Avenue between 9th Street and 10th Street including historical markers, additional outdoor exhibits and interpretive signage.

- Abundant heritage sites exist on Harrison Avenue between 9th Street and 10th Street. The city should explore enhancing the area to promote walking between the sites, incorporating wider sidewalks and additional outdoor exhibits that promote the significance of these sites.
- Consider closing Harrison Avenue between 9th Street and 10th Street, either for specific dates or celebrations, (which could be accomplished using the existing barriers or including removable bollards), or permanently. Permanent closure of this block would allow the community to dedicate the space to additional historic community features and outdoor activities.
Observation: There are some historic downtown properties that have been damaged or are vacant and detract from the street character.

Recommendation: Until a permanent solution for the properties can be realized, create an opportunity for engagement at the public realm. There is a great opportunity to engage the public by utilizing simple tools to generate ideas, such as chalkboard paint on existing plywood barrier. The city should consider working with private property owners to promote these types of temporary engagement tools.

Observation: Improve pedestrian crosswalks across Harrison Avenue.

Recommendations:
- Utilize creative community resources to develop painted crosswalks that speak to Leadville’s unique character. Work with local artists to develop creative crosswalk patterns that are unique to Leadville.
- Work with CDOT to improve pedestrian crosswalks at key intersections (see the Transportation section of this report below).

Observation: Utilize publicly owned spaces to their fullest potential.

Recommendations:
- There are several pocket park locations along Harrison Avenue which are not programmed or planned in a cohesive manner. Create a plan for pocket parks along Harrison Avenue:
  - West side at Visitors Center
  - West side between 8th Street and 7th Street
  - East side 6th Street at Bank
  - West side at Lake County
  - East side at 4th Street
- Promote uses that will activate Harrison Avenue in the parking areas, such as
fun history facts at the public restroom / pocket park at 6th Street, sunny picnic and reading spots. Consider including uses that are eclectic but respect the history of the community, such as a pop-up library that includes books about the community's colorful historic characters.

**Transportation**

**Observation:** Left turns at 6th Street and Harrison Avenue often cause backups in the summer.

**Recommendations:**
- Open Poplar Street to two way traffic to alleviate traffic on Main Street. This will also activate Poplar Street as an additional commercial corridor.
- Conduct an intersection analysis at 9th Street and Poplar Street, focused on reopening Poplar Street to two-way traffic.

**Observation:** There is a perceived lack of bicycle parking in town

**Recommendations:**
- Allow local craftsmen and artisans to design and build and bike racks. The city can work to site these racks throughout town.
- Hold a citywide bike rack design workshop; give interested parties rough specifications for size and general location that their bike rack will occupy.

**Observation:** Off Highway Vehicle OHV users are an important economic and tourism component for Leadville.

**Recommendations:**
- Allow OHV access on certain trails around the city. Create a multi-user trail education strategy. Work to designate additional areas east of town as OHV, as well as the designation of a Leadville to Cottonwood Pass OHV trail.
- Create an OHV master plan for Leadville. This plan would designate OHV routes, parking/staging areas, wayfinding, and outline a trail user education strategy and marketing plan.
- Continue efforts to plan a Leadville to Cottonwood Pass OHV trail and, create a trail planning coalition to find an alignment between Route 82 and Route 306.

**Observation:** Leadville is disconnected from Turquoise Lake on a bicycle/pedestrian level.

**Recommendations:**
- Continue efforts to plan a multi-use trail from Leadville to Turquoise Lake, which could utilize an existing roadway alignment along County Road 4.
- Create a trail planning coalition to work on planning, funding, and implementing Leadville’s regional trails.

**Observation:** Sidewalks in town are inconsistent and only occasionally ADA (American’s with Disabilities Act) compliant.

**Recommendations:**
- Create a Leadville sidewalk plan that uses context appropriate facilities, and upgrade Leadville’s existing sidewalk system to be both consistent and ADA compliant.
- Utilize city staff or hire a consultant to create a city sidewalk plan that identifies underbuilt sidewalk sections, ADA noncompliant locations, and town specification for sidewalks.

**Observation:** Leadville could benefit from more regional trails.

**Recommendations:**
- Continue trail planning efforts for the Freemont Path trail from Leadville to Copper Mountain.
- Continue to explore the feasibility of a Leadville to Buena Vista trail.
Create a trail planning coalition to work on planning, funding, and implementing Leadville’s regional trails.

**Observation:** Leadville lacks adequate transit accessibility.

**Recommendations:**
- Create an in-town shuttle system that makes connections to popular destinations in Leadville and also connects to the Summit Stage and Eagle County Transit services.
- City staff should work with Summit Stage, Eagle County transit, and Colorado Mountain College staff to determine shuttle routes, service levels, and potential shuttle providers.
- Hire a shuttle service provider or contractor and implement shuttle service.

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**Building Codes and Heritage Preservation**

**Observation:** Training opportunities for existing city board and commission members can be used to increase the efficiency of current regulations, policies and reduce the burnout that can happen with volunteers.

**Recommendations:**
- Strategically identify community members who understand the committee’s role and have a sincere interest, sufficient time and a direct or related knowledge of the particular board and its duties.
- Creating a “Citizens Training Class” related to training about city boards may help fill gaps of volunteers.
- Educational material should be created for the public and for the training of historic preservation commission members.
• Additional training provided by History Colorado, regarding Certified Local Governments (CLGs), should be sought for community volunteers and the public in general.

• Create an annual plan to provide ongoing education to the planning commission and historic preservation commission.

Observation: Historic Preservation could be used as a community builder and financial tool.

Recommendation: The city should consider holding public meetings about the benefits of historic preservation. Invite History Colorado, Colorado Preservation, Inc. or Colorado Main Street to participate in the meeting to address misconceptions the public might have about preservation issues, for example, how to use the recently created state tax credits (which apply to Leadville).

Observation: There is a need to have a clear permitting and code process for the development of properties being considered and completed in town.

Recommendations:
• Create a clear, established, public process for working on new and existing building projects.
• Create clear and concise permitting process between the city and county jurisdictions.
• Provide educational materials about how to use the local and state codes for the development of properties in the city.
• Provide educational materials describing the process of development and obtaining a local development permit.

Observation: The various codes, regulations and officials in charge of codes enforcement should continue to refine their systems to benefit the local project development and economic restructuring activities.

Recommendations:
• Consider amending the adopted International Building Codes to best address Leadville’s unique community requirements.
• Conduct an annual review of building codes, zoning codes, historic preservation code, Certified Local Government documents and look at how all these codes can be integrated into a more streamlined process. These annual reviews should assess the prior year permits and projects to help inform possible refinements of the codes and process.
• Inspections that do not take into account a willingness to help work on issues or find common solutions that meet the intent of the code may be perceived as not being business friendly. Regulatory departments are all part of the economic development process and should strive to help at all levels of a project if needed.

Observation: There are many unkempt windows, unkempt walkways and building entries, chipped paint, broken windows and ragged and outdated signage. These things contribute to a sense of an unsecure community. The community loves it historic downtown but the perception is that there is some deterioration of the public right of ways, such as sidewalk and facades.

Recommendations:
• Establish a maintenance program for sidewalks. Sidewalks must be swept or washed daily on property in the business district and on adjacent vacant properties. Chipped paint, dirty windows and signage should be cleaned weekly or per a developed maintenance plan.
• Create and find incentives to improve the facades, sidewalks and general condition of the downtown environment.
Observation: There are a significant number of historic buildings that require extensive rehabilitation. The community has a significant concern that not enough is done to improve the energy efficiency of these existing buildings. If buildings are not made energy efficient, large energy costs make the buildings unattractive to new businesses and unaffordable to existing business.

Recommendations:
• The city should take an active role in assisting to find incentives for energy audits through Xcel Energy by working closely with Cloud City Conservation Center (C4). Incentives may also be found through organizations such as History Colorado or the State Historical Fund that can help with rehabilitation work and energy efficiency upgrades at the same time. This may also tie into the use of state tax credits available for historic properties and the use of Leadville’s Certified Local Government.
• Energy conservation efforts should help inform the public on quick fixes and long term solutions to buildings becoming more efficient and resilient.
• Smaller spaces are needed for many commercial uses; the older historic structures have spaces that are larger than required. Creative designs for commercial buildings should be commissioned (ideally utilizing low-cost programs such as University of Colorado Denver (UCD)’s Technical Assistance Program) from designers, architects and engineers to show building owners how to maximize their space while creating smaller spaces for the existing commercial need.

Observation: The community and city leadership recognize that the participation of youth training and engagement programs could benefit the existing boards and commissions.

Recommendations:
• Encouraging and train local student leaders to be on boards or commissions.
• Explore opportunities with the Colorado Mountain College for technical training of students.
• Explore local training within the local school district.

Observation: Leadville recognizes that there is a strong and positive momentum building in the community to promote historic preservation. Further support of historic preservation related development and cultural heritage projects should become a priority for the city.

Recommendations:
• The Tabor Opera House should be a primary focus for the city and local community preservationists to support it as an anchor and historically significant building.
• Zoning and building codes should promote and create a convenient system to support infill development within the historic downtown. This may be done through the local ordinances or by creating zoning codes that specifically address infill development.
• Create guidelines for the preservation of existing ghost signs on the exterior of buildings and new murals in similar locations. With proper community support,
planning, and awareness of local culture and history, murals do not negatively impact the historic significance of a building but rather enhance the building and the downtown.

**Funding Mechanisms**

The following are potential sources of funds that the staff of the City of Leadville should investigate and discuss with the town board and the public.

**Observation:** Leadville is pursuing designation as a Colorado Main Street community.

**Recommendation:** Leadville should continue focusing on building those organizational elements that are essential to becoming a successful Colorado Main Street community regardless of success of the 2014 application. This includes having a strong focus on partnerships, public engagement, input from a variety of stakeholders, and citizen run committees dedicated to the four points of Main Street (Organization, Marketing and Promotions, Economic Development and Design). Leadville should continue to work on all the areas outlined in this report, with the goal of improving partnerships and planning around a cohesive downtown.

**Observation:** There is a wide spectrum of financing mechanisms to look at when considering the operational and maintenance aspects of downtown revitalization. Public private partnerships are most successful when each entity takes the time to determine what they need to get from the partnership and what they are willing to put in.

**Recommendations:**

- Work with DOLA and DCI to identify the needs of the district and the best tool to achieve the desired outcomes. There are a number of financing options that the city can consider using to revitalize the downtown and commercial core. The trick is to understand what you want to achieve so you chose the right tool for yourself. Attached to this report is a matrix that identifies the financing mechanisms available to you, the focus of the tool, how to establish it, where the funding comes from and how it is managed. Because each downtown has different needs and resources already in place, it will be important to take time to think about what you have in place already, what you are willing to contribute (and how), and for what activities you need funding.

- **Booth Fees** - These are charges applied to concessionaires at events, parades, community gathering places.

- **Heritage Tourism Office/Colorado Tourism Office Grants** - The umbrella organization could 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.

- **Research grant opportunities for personnel** – Leadville should create a list of stakeholders, potential partners, etc. and determine where to look for funding, collaboration, etc. Perhaps other opportunities exist through AmeriCorps, Vista, universities, or other agencies that provide interns.

- **Upper Arkansas Area Council of Governments** – The UAACOG can assist the business community with low interest loans for new businesses and business expansion. They can also assist with helping businesses access Enterprise Zone Tax Credits.

- **Energy and Mineral Impact Assistance Funding for public infrastructure** - These competitive grant funds are provide through DOLA and can assist the community with public infrastructure improvements, such as streetscape.

- **Governor’s Office of Economic Development**
and International Trade – This agency has several programs from economic development assessments to small business development centers.

- Continue to take advantage of Lake County’s status as an Enterprise Zone and a “distressed rural county.” Substantial benefits include low interest loans for new businesses and business expansion and Enterprise Zone Tax Credits.

- Continue to utilize funds from the Environmental Protection Agency (EPA) Brownfields Program and other EPA grant funds.

- Colorado Energy Office (CEO) and USDA Rural Development (RD) Energy Programs – Both agencies have new funding programs to retro-fit both public and business Heating, Ventilation and Air Conditioning (HVAC) and lighting systems. Leadville businesses could utilize new technology and renewable energy sources to reduce costs.

- 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., Leadville will continue to be eligible for DCI services, training, and educational programs. Additionally, Leadville should access the benefits of the Colorado Development Network (CDN), a collaboration of DCI, Colorado Brownfield Foundation (CBF), and Colorado Rural Development Council (CRDC).

Participating Stakeholders

- Business Owners
- Leadville Lake County Chamber of Commerce
- City of Leadville
- City Council
- Colorado Mountain College
- Colorado Workforce Center
- Lake County Commissioners
- Delaware Hotel
- Grand West Lodge
- High Mountain Institute
- Historic Preservation Commission
- Full Circle
- Lake County
- Lake County Build a Generation
- Lake County Public Schools
- Lake County Parks and Recreation
- Leadvilletoday.com
- Leadville Planning and Zoning Commission
- Lake County Public Works
- Lake County Planning and Zoning Commission
- Lake County Tourism Panel
- Leadville Lake County Economic Development Corporation
- Leadville Race Series Lifetime Fitness
- National Mining Museum and Hall of Fame
- Parkville Water
- Property Owners
- Residents
- Ski Cooper
- St. Vincent Hospital
- Tabor Opera

Team Member Bios

Katherine Correll
Executive Director, Downtown Colorado, Inc.

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

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

Christy Culp
Regional Manager: Southeast Region, Colorado Department of Local Affairs
Christy Culp has worked for the Department of Local Affairs since May 2006. She currently serves as the Regional Manager for the South Central Region of Colorado. She has previously worked as the liaison between the department and various organizations in the state, including DCI, CRDC, OEDIT, and CRHC. Christy has experience facilitating economic development sessions and rural outreach programs and developing collaborative partnerships with elected officials, residents, businesses, institutions, and organizations. Christy works with communities, monitoring conservation trust fund compliance reports, community service block grant applications, and assisting local governments and community members in identifying and accessing technical and financial resources at the local, state, and federal level.

Christy received her Master’s from the University of Colorado at Denver in Political Science with an emphasis in Politics and Public Policy. Her final project focused on planning for small communities and was a finalist in the Colorado City and County Manager’s Association’s Best Master’s Project competition. Prior to taking a job at DOLA, Christy was an intern in Town of Poncha Springs through the University of Colorado at Denver’s Best and Brightest Program.

Will Kerns
Principal Consultant, Open Plan Consultants, LLC
Will Kerns, AICP, worked at the Jefferson County, Colorado Division of Transportation and Engineering as a Transportation Planner for over 11 years before founding Open Plan Consultants. Will is a visionary planner and spent time in his previous position crafting groundbreaking plans such as the Jefferson County Bicycle and Pedestrian Plan, Conifer Walkability Plan, Countywide Transportation Plan, and South Golden Road Corridor Study. Will also helped to shape the RTD West Corridor EIS, US-36 EIS, I-70 PEIS, and many more.

Elena Scott
Principal, Norris Design
Elena is a landscape architect and planner, and since starting with Norris Design in 2003, has worked on a broad range of projects in both professional realms. She believes that the success of a project is intimately tied to the planning process and the framework that is created and followed throughout the course of design.

In Elena’s nine years at Norris Design she has worked in many realms as a project manager, site planner, public facilitator and landscape architect. Elena has a broad range of experience in urban and rural communities and with private and public sector clients. Her ability to communicate makes her an effective project manager able to resolve challenges from a technical perspective as well as community related issues, evaluation of alternatives and creating solutions for all projects. In 2008, Elena moved to Summit County, Colorado to direct Norris Design’s mountain region office. Her involvement in mountain and river valley projects has broadened her expertise and experience in planning projects, especially integrating development into sensitive natural environments, affordable housing initiatives, downtown revitalization and the incorporation of sustainable design practices.
Tim Stroh  
**Main Street Architect, Department of Local Affairs**  
Tim Stroh, AIA, is a Main Street Architect with the Community Development Office focusing on design and the Colorado Main Street Program. He has over 14 years of experience working on historic preservation projects throughout rural Colorado. His background includes providing practical education about design, preservation techniques, incentives and benefits, and guideline standards. Tim received his Bachelor’s in Environmental Design and Masters of Architecture from Montana State University in Bozeman, Montana. He is a registered architect in Colorado and Montana as well as an active member with the Colorado chapter of the American Institute of Architects.

Stephanie Troller  
**Main Street Coordinator, Department of Local Affairs**  
Stephanie Troller is the Colorado Main Street Coordinator and focuses on economic development. Stephanie has been with the Department of Local Affairs for four years and has over 10 years of experience in community and economic development. Her experience includes business retention and recruitment, planning and implementation, housing, project management, and working with rural communities. Stephanie holds her Bachelor’s degree in International Business from New Mexico State University and is currently working to become a Certified Economic Developer (CEcD).

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

**Implementation Toolbox**  
Letter to Leadville with Descriptions of Appendix Document  
Leadville Recommendations Action Matrices  
- Organization and Management  
- Marketing and Promotions  
- Economic Development  
- Design  
- Funding  
Shop Local Campaigns  
Elements for Downtown Economic Development:  
- Menu of Technical Assistance  
- Stakeholders Analysis  
- Volunteers by Stakeholder Group  
- Volunteer by Desired Skill  
Potential Partners  
Strategic Event Planning Matrix  
Strategic Event Planning Calendar  
Board Responsibilities and Job Descriptions  
Downtown Executive Director Job Description  
Executive Director Evaluation  
Employing an Intern or VISTA for downtown  
Organizational Succession Planning  
Communications Strategies  
- 5 Steps for Improved Communications  
Sample Press Release  
Communication Planning Form  
Example Online Marketing Timeline  
Organizations to Review
Dear Community Leaders:

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 Executive Director Job Description**: Identifies skills needed and activities required to manage a downtown organization.
- **Downtown Executive Director 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
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<tr>
<td>The community has strong elected leadership at the county and city government levels.</td>
<td>Institutionalize the relationship between the various governments to ensure cooperation when administrations change.</td>
<td>Ensures collaboration between governments, regardless of who is in office.</td>
<td>Identify key service and cooperation areas and formalize roles through memorandums of agreement.</td>
<td>Memorandums outlining various policies or procedures where collaboration occurs.</td>
<td>Leadville, Lake County, Parkville Water District, Leadville Sanitation District.</td>
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<tr>
<td>Reconvene city and county meetings.</td>
<td>Increase information sharing and collaborative partnerships.</td>
<td>Create regular dialogue between groups working in similar areas by formalizing the Leadville Coalition.</td>
<td>Quarterly meeting dates set, agendas and minutes shared online.</td>
<td></td>
<td>Leadville, Lake County, Parkville Water District, Leadville Sanitation District, CMC, Chamber, LLCEDC.</td>
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<tr>
<td>Identify opportunities for all organizations to come together to share information.</td>
<td>Increase collaborative approach to building community.</td>
<td>Continue the coffee club conversations and let all business owners know about this opportunity.</td>
<td>Weekly Wednesday meetings, increased participation.</td>
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<td>Local Businesses.</td>
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<td>Advertise the Hub as a website to locate community events and volunteer opportunities.</td>
<td>Comprehensive community activity calendar.</td>
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<td>Leadville, Lake County, Chamber, Build a Generation, Tourism, School District, community service organizations.</td>
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**Community:** Leadville  
**Project:** Downtown Commercial District

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<td>Consider a dialogue to outline the roles of the Chamber, EDC, and Tourism Board.</td>
<td>Understand the roles of each organization, ensure against mission creep and determine the work being done.</td>
<td>Schedule initial meeting with each organization; continue with quarterly meetings.</td>
<td>In the initial meeting, gather a written description of each organization’s mission and objectives. In subsequent meetings, outline the work being done.</td>
<td>Chamber, LLCEDC, Tourism Board.</td>
<td>July-14 October-14 January-15 April-15 July-15 October-15 January-16 April-16 July-16 October-16 January-17 April-17 July-17</td>
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<td>There are currently four governmental organizations in Lake Count: City, County, Parkville Water and Leadville Sanitation. Each organization provides specific services for citizens, including water, sanitation, and general government. In some instances, it can be difficult to understand how the governments work together and how citizens can work with each of them.</td>
<td>Attempt to outline or visualize how the various governmental and business support organizations are relating to one another, the steps that a citizen or business needs to take to access services, and who are key contacts in the process.</td>
<td>Limit the amount of confusion on the part of citizens</td>
<td>Update each government website to show the various processes, including permitting and licensing, and how citizens can communicate with each local government.</td>
<td>Flowcharts outlining processes, updated and community-friendly websites.</td>
<td>Lake County, Leadville, Parkville Water, Leadville Sanitation.</td>
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<td>Consider instituting a Citizens Leadership Academy in Leadville/Lake County.</td>
<td>Hold a training for residents to understand ways to get involved.</td>
<td>Agenda and invite posted online, around town, and at school.</td>
<td>Leadville, Lake County, DOLA, Chamber, LLCEDC, and schools.</td>
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<td>Engage youth in citizenship and leadership opportunities.</td>
<td>Agenda and invite posted online, around town, and at school.</td>
<td></td>
<td>Leadville, Lake County, DOLA, Chamber, LLCEDC, and schools.</td>
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<td>There are many opportunities for partnership between entities in the community.</td>
<td>Utilize the monthly bills being sent to residents from Parkville Water or Leadville Sanitation to inform the citizens of events and community announcements.</td>
<td>Ensure all community members are aware of events and opportunities; expand the reach of the work being done by existing organizations.</td>
<td>Provide information to the Water and Sanitation District.</td>
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<td>Community organizations need to look into volunteer resources available through the high school and Colorado Mountain College.</td>
<td>Develop job descriptions and one clearing house for volunteer opportunities.</td>
<td>Job/volunteer descriptions posted online.</td>
<td>Leadville, Lake County, Chamber, Build a Generation, Tourism, School District, community service organizations.</td>
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<td>Expand on the Chamber list of volunteer opportunities and town commissions with example projects and an online presence.</td>
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<td>List of community volunteers and areas of interest shared with non-profit and community groups.</td>
<td>Leadville, Lake County, Chamber, Build a Generation, Tourism, School District, community service organizations</td>
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<td>Identify facilities and venues for programs for youth and young families.</td>
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<td>List of community facilities and activities for youth posted online and shared with stakeholders.</td>
<td>Chamber, schools, youth and youth groups.</td>
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<td>Limited resources can lead to burnout and stressed budgets and staff.</td>
<td>Research opportunities for a VISTA volunteer.</td>
<td>Apply for a VISTA (if research is positive) in April, 2015, for 2015-2016</td>
<td>City, LLEDC.</td>
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<td>Find ways to engage the youth in the community.</td>
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<td>Create a request for interest from youth to serve on committees and create a youth council.</td>
<td>Announcement/request for youth, shared online and through the schools.</td>
<td>Chamber and youth groups.</td>
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<td>Assess the benefits of the Chamber of Commerce switching to an investor model.</td>
<td>Ensure that community marketing material capitalizes on all community assets.</td>
<td>Review Implementation Tools info in this report on how and why to use an investor model. Assess benefits and services provided by the Chamber.</td>
<td>Chamber board meeting to discuss investor model. Consider if business licenses could support basic inclusion of all in the Chamber.</td>
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<td>Consider new funding streams.</td>
<td>Review list of funding options with DOLA.</td>
<td>Prioritized list of funding options and plan for approaching each.</td>
<td>Town trustees, organization committee, and DOLA.</td>
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**July-14**

The community needs to set and utilize objectives to guide projects and planning. The comprehensive planning process will be a tool for identifying and shaping the community vision, which is not just for planners but for the whole community.

**Promotions and Marketing**

- Use the stakeholders analysis form from this report to start an ongoing process of listing and approaching stakeholders. See the stakeholder analysis in the DCI Tools for Implementation to assist in this process.

- Consider a broad list of stakeholders and the role of each in creating a more robust and vibrant community through partnerships to enhance existing resources. Lake County EDC and Chamber partner with everyone.

- Analysis form updated quarterly.
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<tr>
<td>Create youth positions and possibilities for youth to engage.</td>
<td>Develop outreach, communications and messages to CMC students to let them know that there are opportunities for them to “Learn and Lead in Leadville” (See the Organization action matrix for more information).</td>
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<td>Create formal job descriptions (youth and bi-lingual) to engage interns and volunteers in non-profits, businesses, commissions and boards.</td>
<td>Work with various commissions, non-profits, and government entities to identify skills and jobs that they need. Job descriptions are created and shared with schools, Colorado Mountain College (CMC), and general public.</td>
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<td>Use schools and churches to reach parents and bilingual residents.</td>
<td>Work with CMC and the school district to translate materials and identify some ways to engage Latinos.</td>
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<td>Create an online page that highlights professional development opportunities in Leadville.</td>
<td>Post all descriptions online and promote widely.</td>
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<td>It is great to have weekly business and government meetings, but not everyone has been aware of them.</td>
<td>Consider formalizing weekly community coffee meetings by creating content for them based on current local events. Put post-meeting updates online. Be sure to include accomplishments in the news periodically to continue to build enthusiasm.</td>
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<td>Create both online and print notification of meetings with basic outline of discussion.</td>
<td>Notifications updated monthly and notes from meeting shared with all.</td>
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<td>Newspaper and Chamber.</td>
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The promotional opportunities available to Leadville are amazing!
### Promotions and Marketing

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<td>Celebrate your niche. Identify your special things!</td>
<td>Embrace all of Leadville and Lake County as one community. Include all of the various layers in this community, and present Leadville in a cohesive and holistic manner.</td>
<td>Start a campaign for people and businesses to share a picture that shows &quot;one thing I love about Leadville/Lake County.&quot; Publish the pictures in the newspaper and online (Facebook and/or website).</td>
<td>Hold an online photo contest and identify some key things to celebrate.</td>
<td></td>
<td>Chamber.</td>
<td>July-14</td>
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<td>Events should be planned strategically with objectives and a process for consultation.</td>
<td>Think about your community and what you are hoping to build with your promotions strategy.</td>
<td>Develop a clear strategy of what you want to achieve.</td>
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<td>Create community wide objectives for events.</td>
<td>Complete the events matrix (located in the Implementation Tools section of this report). Include community objectives filtered into all of the activities, plans, and projects that you dedicate resources to.</td>
<td>Chamber, Lake County EDC, City/County, event planning groups/committees.</td>
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<td>Complete the events matrix and evaluation process annually to review each event.</td>
<td>Events matrix updated annually (or more frequently).</td>
<td>Chamber, Lake County EDC, City/County, event planning groups/committees.</td>
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### Community:
Leadville

### Project:
Downtown Commercial District

#### Plan Start Date:
July-14

#### Planning Months Out:
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<td>Working together provides a lot more opportunity for marketing.</td>
<td>Use collaborative planning and promotions to saves money by combining the different marketing funds budgeted and create</td>
<td>Work smarter not harder.</td>
<td>Hold a dialogue between businesses to identify the items and services that businesses would most like to promote and then see if there are cross promotional opportunities.</td>
<td>List different products or services that are complimentary and can be used to create a package.</td>
<td>Chamber.</td>
</tr>
<tr>
<td>A Leadville reservations systems would present a community wide system for visitors to book reservations for different types of lodging.</td>
<td>Consider options for making a community-wide reservations system feasible.</td>
<td>Create a directory of all lodging and eventually an online Leadville reservations system.</td>
<td></td>
<td>Tourism Board.</td>
<td></td>
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</tbody>
</table>

**Promotions and Marketing**
### Promotions and Marketing

**Observation:** Marketing dollars should not be focused only on the Front Range, but can incorporate shorter trips to engage people from surrounding vacation destinations. The historic beauty of Leadville, combined with fun events and activities, is a draw for people from other communities who are looking for a short visit to see more of Colorado.

**Recommendation:** Develop some options highlighting day tripping from Aspen, Vail, etc. Half day itineraries available and promoted in the region.

**Objective:**

<table>
<thead>
<tr>
<th>Tasks to Reach Objectives</th>
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<tr>
<td>Develop some options highlighting day tripping from Aspen, Vail, etc.</td>
<td>Half day itineraries available and promoted in the region.</td>
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</table>

**Initiators/Partners/Stakeholders/Expertise Needed:** Chamber.

---

**Observation:** You are a small community with many different outlets for information.

**Recommendation:** Build one identity and consolidate resources.

**Objective:**

**Initiators/Partners/Stakeholders/Expertise Needed:**

**Observation:** Identifying one point of contact to invest time and money into would be more impactful and develop a stronger local and visitor following than having multiple promotional organizations.
<table>
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<tr>
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<td>Consolidate websites to have one point of contact that can be maintained affordably.</td>
<td>One site for Leadville information, with a clearly written process for updating and adding information to the site.</td>
<td>Chamber.</td>
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<td>Maintain multiple non-internet places where official information is available. The newspaper, post office, City Hall, CMC and a dedicated central bulletin board would be great places to post such information.</td>
<td>Several local venues with regularly updated info.</td>
<td>City, Lake County, CMC, Chamber, Newspaper.</td>
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<td>Develop a local informational training and educational program about what Leadville offers, so that the people downtown most often can promote the city.</td>
<td>Host trainings on customer service and what Leadville has to offer for your businesses and their employees. The better they represent the community, the better their business will do.</td>
<td>Host a celebration for locals to enjoy the products and services available in the community.</td>
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Plan Start Date: July-14
### Promotions and Marketing

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<th>Planning Months Out</th>
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<tbody>
<tr>
<td></td>
<td>Use an online tool like Google Drive, Wiggio, Evernote or the town website site to track volunteers and project management.</td>
<td>Promotions and Marketing</td>
<td>Communicate clearly with your volunteers, partners, etc.</td>
<td>Chamber, Lake County EDC.</td>
<td>July-14</td>
<td>1 - 3</td>
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<td></td>
<td>Create a series of messages to show off Leadville's assets to locals.</td>
<td></td>
<td>Create an inventory of how locals and second home owners can be more involved. Then build a messaging campaign to increase involvement.</td>
<td>Chamber.</td>
<td>October-14</td>
<td>4 - 6</td>
</tr>
<tr>
<td></td>
<td>Empower your community to create fun ways to celebrate and highlight their favorite places in the community. Tell the story of the community. Create an infectious atmosphere that demonstrates love for Leadville.</td>
<td></td>
<td>Identify ways to remind people of their love for Leadville and issue them an official invitation to come play!</td>
<td>Chamber.</td>
<td>April-15</td>
<td>7 - 9</td>
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<tr>
<td></td>
<td>Identity ways to remind people of their love for Leadville and issue them an official invitation to come play!</td>
<td></td>
<td>Create an inventory of local assets, historic buildings, spectacular views, art exhibits, great restaurant deals, free days at the museum, and specialty retail items, etc. Then let the Chamber show people how they can enjoy multiple assets in one itinerary.</td>
<td>Chamber.</td>
<td>July-15</td>
<td>10 - 12</td>
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<td>October-15</td>
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<td>July-16</td>
<td>16 - 18</td>
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<td>October-16</td>
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<td>January-17</td>
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<td>April-17</td>
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<td>July-17</td>
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<td>October-17</td>
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<td>January-18</td>
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<td>May-18</td>
<td>33 - 34</td>
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<td>August-18</td>
<td>35 - 36</td>
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<td>Promotions and Marketing</td>
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<td>Develop a shop local campaign for stores using the 3/50 campaign (<a href="http://www.the350project.net">www.the350project.net</a>). Share with local media.</td>
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<td>Chamber.</td>
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<td>Share downloadable posters, messages, etc. to help communicate the value of shopping local.</td>
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<td></td>
<td>Create first time home buyer materials to help potential entrepreneurs understand their options when considering moving to Leadville.</td>
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<td>Identify the resources, lenders, and properties that Leadville would like to promote. Identify where Leadville needs investment.</td>
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<td>Lake County EDC.</td>
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<td>Information Package for attracting residents and businesses.</td>
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<td>Develop a museum of the week program. Let youth propose ideas to populate vacant space, taking advantage of murals, art, music, theater, and other cultural groups.</td>
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<td>Engage with all heritage, cultural, and innovative groups to identify displays and other ways to create a spectacle in the community.</td>
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<td>Chamber, Lake County Tourism Panel.</td>
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<td>Broaden venues to access Leadville/Lake County history and culture.</td>
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**Observation**  | **Recommendation**  | **Objective**  | **Tasks to Reach Objectives**  | **Deliverables**  | **Initiators/Partners/ Stakeholders/ Expertise Needed**  | **Planning Months Out**  
--- | --- | --- | --- | --- | --- | ---  
Leadville should consider further developing a strong economic development plan which uses your existing assets for business attraction, retention, and expansion. | Continue efforts to develop an airport business park to diversify Leadville’s economic base. | Develop a strong economic development plan which uses your existing assets for business attraction, retention, and expansion. | 1. Work with planning and zoning to change the zoning from mining to light industrial. 2. Continue working with US EDA to develop a current master plan (include cost estimates for water, sewer, road, electricity, broadband and other infrastructure costs). 3. Begin reaching out to high altitude aviation testing companies and other potential businesses. 4. Work with potential businesses and investors in the master planning. | 1. New zoning regulations. 2. Current master plan developed with US EDA and potential businesses/ investors. 3. Meetings scheduled with high altitude aviation companies. | Lake County EDC, city Planning and Zoning, chamber, Airport, US EDA, Potential Business and Investors.  
Advocate strongly for broadband improvements. | Strengthen business attraction and retention. Strengthen Leadville’s education system. | Tap into the statewide effort led by the Governor’s Office of Information and Technology. Reach out to similar communities and to broadband service providers to get a picture of cost. | Plan of action and timeline for Leadville broadband. | Lake County EDC, City.  

**Plan Start Date:** July-14  | **Planning Months Out:**  |
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**1-3** | **4-6** | **7-9** | **10-12** | **13-15** | **16-18** | **19-21** | **22-23** | **24-25** | **27-28** | **30-31** | **32-34** | **35-36**  
July-14 | October-14 | January-15 | April-15 | July-15 | October-15 | January-16 | April-16 | July-16 | October-16 | January-17 | April-17 | July-17  

**Economic Development**
### Community:
Leadville

### Project:
Downtown Commercial District

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<tr>
<td>Consider conducting a market study to help you identify what type of housing is needed in Leadville</td>
<td>Capture that segment of your workforce (and economy) that communities into Leadville (especially the Climax Mine).</td>
<td>Conduce a housing market study, either formally through a contractor, or less formally by the ED or City.</td>
<td>A report showing an accurate picture of housing stock and housing demand in Leadville.</td>
<td>Lake County EDC, City.</td>
<td></td>
</tr>
<tr>
<td>There appears to be an opportunity to further support your downtown businesses and grow your local economy by encouraging your local consumers to come downtown.</td>
<td>Encourage your downtown businesses to hold consistent business hours.</td>
<td>Strengthen local businesses and locals' ties to the community.</td>
<td>Build consensus amongst business owners and figure out what they could all agree to do. Choose one day in which all businesses will stay open later, to allow residents to shop after work.</td>
<td>Agreement of majority of downtown businesses to stay open later one day each week. Marketing materials to make locals aware of the extended hours.</td>
<td>Lake County EDC, Chamber, downtown businesses.</td>
</tr>
<tr>
<td>Communicate business hours by utilizing social media and print media.</td>
<td>Reach all the different target markets for each business cluster. Make residents aware of business hours.</td>
<td>Recruit an economic development communications intern (CMC student or high school student) to create messaging. Print flyers, use newspaper, and utilize social media.</td>
<td>Economic Development communications intern hired. Print and online material developed.</td>
<td>Lake County EDC, Chamber, Local Businesses, CMC.</td>
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</tbody>
</table>
### Community:
**Leadville**

### Project:
**Downtown Commercial District**

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<td>Leadville could better support and encourage entrepreneurship.</td>
<td>Foster economic gardening programs.</td>
<td>Encourage and support an environment for entrepreneurship to help grow and diversify Leadville’s economic base.</td>
<td>Reach out to other communities that have successfully implemented economic gardening programs (Littleton being a great example). Conduct outreach to all of your community including: Latinos, artists, seniors, students, newcomers, etc.</td>
<td>Meeting with other community leaders who have economic gardening programs planned. Outreach strategy for Latinos, artists seniors, students, newcomers, etc.</td>
<td>Lake County EDC.</td>
<td>July-14, October-14, January-15, April-15, July-15, October-15, January-16, April-16, July-16, October-16, January-17, April-17, July-17</td>
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<td>Consider a commercial kitchen or co-work space downtown.</td>
<td>Activate a vacant space and incubate a new business.</td>
<td>Locate a space and funding mechanism.</td>
<td>Commercial kitchen co-op space.</td>
<td>Lake County EDC, chamber, realtors.</td>
<td></td>
</tr>
<tr>
<td>Support the Leadville Community Market group to have a locals Farmer’s Market in the summer and indoor co-op in the winter.</td>
<td>Support and encourage local businesses; encourage residents to shop locally.</td>
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<td>Lake County EDC, Leadville Community Market.</td>
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<tr>
<td>Leadville is more ethnically diverse than Colorado as a whole, and this trend is projected to continue.</td>
<td>Make sure all communication material is in both English and Spanish.</td>
<td>Include all members of the community in planning efforts; utilize Leadville's multicultural assets.</td>
<td>Local event planners/committees, the Latino community, chamber, Lake County EDC.</td>
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<tr>
<td>Make sure to include cultural events, music, and food in your event planning.</td>
<td></td>
<td>Encourage a bilingual member of the Latino community to work with planners of local events (Skijoring, Boom Days, etc.).</td>
<td>Local event planners/committees, the Latino community, chamber, Lake County EDC.</td>
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<tr>
<td>A strong retention program for your local business is an important part of any economic plans.</td>
<td>Conduct regular trainings to ensure that public and private entities are able to work together most effectively.</td>
<td>A strong public program for retention of private businesses in Leadville.</td>
<td></td>
<td>Lake County EDC, local businesses.</td>
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<tr>
<td>Hold real estate rental training for property owners.</td>
<td>Increase effective business practices amongst business owners.</td>
<td>Real estate rental trainings held consistently.</td>
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<td>Lake County EDC, Leadville Twin Lakes Tourism.</td>
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## Economic Development

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<td>Work with property owners, hotel and motel owners and create a centralized, online Leadville reservation system for booking accommodations and a complete local lodging directory.</td>
<td>Simplify the visitors experience in finding accommodations.</td>
<td>Lake County EDC, Leadville Twin Lakes Tourism.</td>
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<tr>
<td>Sometimes Leadville is not perceived as being business friendly.</td>
<td>Track business permitting process to assess the business climate. Make sure to work on any “bottlenecks” in your permitting process.</td>
<td>Make sure Leadville is known for being business friendly.</td>
<td>Conduct a self-audit of the business permitting process and look for kinks. Talk with local businesses that have gone through the process and create a report on what needs improvement in the permitting process.</td>
<td>Report on Leadville's permitting process with simple steps for improvement.</td>
</tr>
<tr>
<td>Develop a simple guide for relocating to Leadville for resident and business.</td>
<td>Meet with a local realtor to include property information. Locate information on relevant taxes and business incentives. Work with the Chamber and others to develop reasons to move to Leadville (quality of life, schools, housing, etc.)</td>
<td>Simple (2 page) guide to relocating or starting a business in Leadville.</td>
<td>Lake County EDC, chamber, realtors, city.</td>
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<tr>
<td>Encourage businesses to collect zip codes and other consumer data to help with creating more strategic decisions about marketing.</td>
<td>Support local businesses.</td>
<td>Create a simple one-pager with benefits of using point-of-sale technology to track zip codes.</td>
<td>One page report.</td>
<td>Lake County EDC, city, chamber, local businesses.</td>
</tr>
<tr>
<td>Conduct trainings on health department and other codes.</td>
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<td>Lake County EDC, city, chamber, local businesses.</td>
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<tr>
<td>There are not distinctive gateways into the city.</td>
<td>Develop new locations and iconic design for gateway signs.</td>
<td>Enhance the community by creating a new signage program to build a stronger sense of place.</td>
<td>Identify locations/sites, develop signage designs, get CDOT approval and locate funding for the signage project.</td>
<td>Comprehensive gateway and wayfinding signage program.</td>
</tr>
<tr>
<td>There are some signs along Highway 24 that are in confusing locations.</td>
<td>A comprehensive and holistic system of wayfinding signage should be implemented.</td>
<td>Enhance community by creating a new signage program to better inform visitors and residents of community events.</td>
<td>Identify locations/sites, develop signage designs, get CDOT approval and locate funding for the signage project.</td>
<td>Comprehensive Gateway and Wayfinding Signage Program.</td>
</tr>
<tr>
<td>There are no designated locations for promoting the city or community events with signage.</td>
<td>Create opportunities for incorporating banners and non-traditional visual cues that promote the city and community events.</td>
<td>Enhance community by creating a new signage program.</td>
<td>Identify locations/sites, develop signage designs, CDOT approval, fundraise.</td>
<td>Comprehensive Gateway and Wayfinding Signage Program</td>
</tr>
<tr>
<td>The Visitor’s Center is set too far back from the street, which decreases visibility and overall effectiveness.</td>
<td>Improve the visibility of the Visitor’s Center.</td>
<td>Promote the city’s offerings to visitors.</td>
<td>Schedule meetings with the Chamber and the private property owners involved.</td>
<td>A strategic plan for the Visitor’s Center, with involvement from all stakeholders.</td>
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<tr>
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<td>There are significant and important historic signs and markers in the community, some of which are difficult to read because of their locations.</td>
<td>Make historic markers more accessible.</td>
<td>Promote heritage tourism.</td>
<td>Identify existing locations/sites. For each site, determine if the marker can be moved or needs to remain in place. Create a plan for new locations or driveways to make existing locations more accessible.</td>
<td>Heritage and Culture Master Plan.</td>
</tr>
<tr>
<td>The Heritage House, National Mining Hall of Fame and Healy House should be more recognized.</td>
<td>Explore options for an enhancement of Harrison Avenue between 9th and 10th Streets, including historical markers, additional outdoor exhibits and interpretive signage.</td>
<td>Promote heritage tourism and downtown walkability.</td>
<td>Schedule meetings with heritage groups, Lake County EDC, city and any other stakeholders to determine feasibility.</td>
<td>Heritage and Culture Master Plan.</td>
</tr>
<tr>
<td>There are properties downtown that have been damaged or are vacant that detract from the street character.</td>
<td>Until a permanent solution for the properties can be realized, create an opportunity for engagement at the public level.</td>
<td>Create a temporary, low-cost beautification solution for vacant Harrison Avenue properties.</td>
<td>Meet with property owners to discuss if they would be willing to have their façade's improved. Put out a call for volunteers to form a façade squad or similar. Fundraise and ask for in kind hardware/paint donations from local businesses.</td>
<td>Agreements with private property owners, list of interested volunteers and plan of action for work to be done and the funds/goods necessary.</td>
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<tr>
<td>Improve pedestrian crosswalks across Harrison Avenue.</td>
<td>Utilize creative community resources to develop painted crosswalks that speak to Leadville’s unique character.</td>
<td>Create safer street crossing opportunities, beautify downtown and improve walkability.</td>
<td>Identify pedestrian crossing locations, develop design for crossings, meet with CDOT, create a list of volunteers and generate a plan of action.</td>
<td>Crosswalk Design; list of volunteers, plan of action, CDOT Approval.</td>
</tr>
<tr>
<td>Utilize publicly owned spaces to their fullest potential.</td>
<td>Create a plan for creating and more effectively utilizing pocket parks along Harrison Avenue.</td>
<td>Enhance existing publicly owned spaces.</td>
<td>Identify pocket parks, develop plans to enhance and them and create new ones where possible, fundraise.</td>
<td>Plan for downtown pocket parks.</td>
</tr>
<tr>
<td>Build on community enthusiasm for local food production.</td>
<td>Whether located at temporary or permanent sites, look at opportunities to increase local food production. Explore the potential to locate an indoor garden/market on the UP Site on Highway 24 and Monroe Street.</td>
<td>Promote healthy living, increase local goods and services.</td>
<td>Meet with property owners, Cloud City Conservation, interested community members and volunteers. Develop a plan of action. Fundraise.</td>
<td>Site for community garden, action plan for making it happen.</td>
</tr>
<tr>
<td>Implementing the Entertainment District Ordinance could benefit your community.</td>
<td>Continue to investigate the opportunities that the Entertainment District could bring to downtown Leadville.</td>
<td>Economic development, increased downtown attractions.</td>
<td>Meet with property owners to finalize agreements.</td>
<td>Entertainment District Agreement.</td>
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</tr>
<tr>
<td>Provide additional training opportunities related to preservation to boards and commissions so as to increase the pool of volunteers and reduce burnout among existing volunteers.</td>
<td>Explore long term solutions for annual training opportunities.</td>
<td>Create additional training opportunities for community volunteers.</td>
<td>Reach out to relevant organizations and create a plan for an annual certified local government training.</td>
<td>Plan for annual CLG training.</td>
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<tr>
<td>General training to involve new community volunteers.</td>
<td>Hold an introductory citizens training class.</td>
<td>Meetings and/or trainings to update citizens on city process, events and opportunities.</td>
<td></td>
<td>City of Leadville, Lake County, Chamber, Lake County EDC.</td>
</tr>
<tr>
<td>Create materials to support training.</td>
<td>Create educational materials, basic marketing materials and basic class curriculum.</td>
<td>Electronic and printed materials for use by the public.</td>
<td></td>
<td>City of Leadville, Lake County, Chamber, Lake County EDC.</td>
</tr>
<tr>
<td>Coordination between agencies for training opportunities.</td>
<td>Create an annual training plan.</td>
<td>Calendar of events for boards and commissions.</td>
<td></td>
<td>City of Leadville, Lake County, Chamber, Lake County EDC.</td>
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</table>

**Building Codes and Heritage Preservation**

**Plan Start Date:** July-14

<table>
<thead>
<tr>
<th>Planning Months Out</th>
<th>1-3</th>
<th>4-6</th>
<th>7-9</th>
<th>10-12</th>
<th>13-15</th>
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**Building Codes and Heritage Preservation**

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<tr>
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<th>Planning Months Out</th>
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<tbody>
<tr>
<td>Historic preservation can be used as a community building and financial tool.</td>
<td>Promote the Certified Local Government program and the ability to process tax credits locally.</td>
<td>Support local efforts with key buildings that need to be preserved and maintained as part of Leadville’s unique character and heritage.</td>
<td>Encourage rehabilitation of existing buildings and new building development through the use of local incentives and state grants.</td>
<td>Support building owners by the local government and community organizations</td>
<td>Request further training and information on the newly established State of Colorado credits for commercial buildings.</td>
<td>July-14, October-14</td>
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</tbody>
</table>

| | | | | | Presentation to the City Council, Planning Commission, Historic Preservation Commission and public on the benefits of, and how to use, the new tax credits. | |
| | | | | | History Colorado, City and County Gov’t, Lake County EDC, Chamber. | |

| | | | | | Support building owners by way of grant applications, identifying potential financial incentives and resources for obtaining necessary permits during development of a project. | |
| | | | | | History Colorado, City and County Gov’t, EDC, Chamber. | |
# Building Codes and Heritage Preservation

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<thead>
<tr>
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<tbody>
<tr>
<td>Building and zoning codes should create and promote a convenient system that supports rehabilitation and infill development.</td>
<td>Encourage local development.</td>
<td>Amend the local building and zoning codes to address historic preservation sensitive development.</td>
<td>Amended codes that can be used to create and enforce ordinances.</td>
<td>City staff, Chamber, building owners, local businesses, planning department. History Colorado, CLG Program.</td>
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<tr>
<td>Create guidelines for ghost signs and other exterior signage on historic buildings.</td>
<td>Maintain the historic character of Leadville through the preservation of the existing ghost signs. Provide guidelines to allow for new signage that promotes business but doesn't detract from the historic character of downtown.</td>
<td>Work with local building owners, businesses, the planning department, preservation commission and community leaders to build stakeholder support for the creation of new guidelines. Research other communities that have successfully implemented such programs.</td>
<td>Guidelines for the preservation of ghost signs and addition of new commercial signage, so as to maintain historic character.</td>
<td>History Colorado, City and County Gov’t, Lake County EDC, Chamber.</td>
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<tr>
<td>Codes, regulation and enforcement officials should refine their systems to benefit the local community.</td>
<td>Perform annual review of permits pulled the preceding year to find out what works and what doesn't work.</td>
<td>Create codes, policies and processes that are specific to meet the needs of this community.</td>
<td>Amend local building, zoning and health department codes for specific code issues that may be unique to Leadville.</td>
<td>Amended code documents.</td>
<td>Code consultants, City of Leadville, Lake County, Building, Planning and Health Officials.</td>
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<tr>
<td>There is a perception that the downtown area is dirty and not well maintained.</td>
<td>Establish a regular maintenance program for facades and streetscape.</td>
<td>Change the perception of unmaintained downtown to one that is safe and clean.</td>
<td>Work with the planning department, local business and building owners to establish a maintenance plan.</td>
<td>An ordinance on maintenance of the commercial streetscape and facades.</td>
<td>City staff, Chamber, building owners, local business, planning department.</td>
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<tr>
<td>Create incentives for façade and sidewalk improvements.</td>
<td>Identify 2-3 funding sources for improvements.</td>
<td>Work with local building owners, businesses, planning department, preservation commission and community leaders to identify the best sources for funding opportunities. Research other communities that have successfully implemented such programs.</td>
<td>Create a pilot program for local incentives or financing based upon identified needs. Work with potential project participants to apply for funds and proceed with improvements.</td>
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<td>City staff, Chamber, building owners, local business, planning department.</td>
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<tr>
<td>Form community clean up group(s).</td>
<td>Provide general cleaning of the streetscape or painting of facades.</td>
<td>Identify 2-3 small projects each year to complete.</td>
<td>List of volunteers, plan to complete projects.</td>
<td>City of Leadville, Lake County, Chamber, EDC, local community organizations such as rotary or other downtown community groups.</td>
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<tr>
<td>A significant number of historic or older buildings downtown require rehabilitation and energy upgrades.</td>
<td>Identify funding sources for rehabilitation and energy upgrades.</td>
<td>Provide opportunities to private building and business that would not normally be available to them.</td>
<td>Work with local building owners, businesses, the planning department, preservation commission and community leaders to identify the best sources for funding opportunities. Research other communities that have successfully implemented such programs.</td>
<td>Grant applications and guides for short term and long term energy upgrades available to the community. City staff, Chamber, building owners, local business, planning department. DOLA, History Colorado, Excell Energy, Cloud City Energy Audits, CLG Program.</td>
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**Building Codes and Heritage Preservation**

**Plan Start Date:** July-14

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<td>The community recognizes how valuable youth participation, training and engagement could be to the city boards and commissions.</td>
<td>Work with the local public school system and Colorado Mountain College to integrate youth into the training opportunities already identified for board and commissions.</td>
<td>Provide well rounded community boards and commissions that represent youth as well as adults. The training will expand the volunteer base available for boards and commissions and increase the likelihood of youth staying in, or returning to, Leadville.</td>
<td>Reach out to the public school system and Colorado Mountain College. Identify boards that would like to incorporate youth.</td>
<td>Encourage and provide training opportunities for youth so that they can eventually participate on community boards and commissions.</td>
<td>City of Leadville, Lake County, Chamber, Lake County EDC, Public School Superintendent, Colorado Mountain College Leadville Dean.</td>
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<td>Building Codes and Heritage Preservation</td>
<td>Provide case studies on how to create smaller commercial spaces within larger historic buildings</td>
<td>Provide flexible space that is affordable for new business.</td>
<td>Identify 2-3 buildings to perform the case studies on. Use design consultants to come up with design options, and cost estimates for work.</td>
<td>Case studies of typical spaces that can be used by building owners to lease out building space.</td>
<td>City staff, Chamber, building owners, local business, planning department.</td>
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### Leadville Downtown Commercial District

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

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<tbody>
<tr>
<td>While planning long term infrastructure needs, alternative funding may assist with short term improvements.</td>
<td>Identify short term funding sources to initiate small but impactful downtown improvements.</td>
<td>Establish vendor and/or booth fees for the city's public events.</td>
<td>Meet with event organizers, city officials and business owners to determine fees.</td>
<td>Adopted fee structure by the city.</td>
<td>City, chamber, business owners, Lake County EDC.</td>
</tr>
<tr>
<td>Identify 2-3 grant opportunities.</td>
<td>Meeting between business leaders, downtown community leaders and downtown management committee to determine point person(s)/stakeholders for exploring opportunities. Grant point people explore opportunities with Colorado Tourism Office grants, Rural Business Opportunity Grants, Community Development Block Grants, Great Outdoors Colorado (GOCO).</td>
<td>Grant applications.</td>
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<tr>
<td>With infrastructure and short term improvements in place, long term development needs require funding.</td>
<td>Identify funding sources for long term downtown development needs.</td>
<td>Identify 2-3 long term funding sources.</td>
<td>Meeting between downtown management committee, city, DOLA Regional Manager (if possible) and county to share known sources of funding and success stories. Discuss proposed boundaries and potential taxing of DDA or similar improvement district.</td>
<td>Formal recommendations presented to city. Mile High Community Loan Fund may be an attractive alternative - not as time/cost consuming as improvement district - in attracting new business.</td>
<td>City, chamber, business owners, downtown organization (if one forms), downtown management committee.</td>
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</tbody>
</table>

**Funding**

- July-14
- October-14
- January-15
- April-15
- July-15
- October-15
- January-16
- April-16
- July-16
- October-16
- January-17
- April-17
- July-17
<table>
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<tbody>
<tr>
<td>Research grants and funding from the Upper Arkansas Council of Governments, Governor’s Office of Economic Development and International Trade, Energy and Mineral Impact Assistance Funding.</td>
<td>Leadville could use more personnel dedicated to downtown.</td>
<td>Leadville should create a list of stakeholders, potential partners, etc. and determine where to look for funding, collaboration, etc. Perhaps other opportunities exist through AmeriCorps, Vista, universities, or other agencies that provide interns.</td>
<td>City, Lake County EDC, Tourism Panel, Visitor's Center.</td>
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</table>

**Funding**

One umbrella organization (perhaps the Tourism Panel) could 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.

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

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

Steps to Successful Shop Local Program
It is important to adapt all recommendations to fit the needs and unique characteristics of your town.

Step 1: Engage your stakeholders
Reach out to all businesses, business support organizations (nonprofits, chambers, downtown business associations, local library, etc.), as well as to the local government, county government, and economic development groups. Bring in 5-10 key representatives to start the process. Invite them to a simple discussion to assess what to highlight and how to approach the new campaign.

Step 2: Conduct an audit of goods and services available downtown.
All over the state we hear how small towns may not have everything that people need. Downtowns are different than they once were; they may not all be able to provide thread or socks, or other daily needs. There will always be things that people need to leave town to find. But you might even surprise yourself with what you do have. Conducting a survey or simply asking local businesses to provide a list of “Did you know we have?” can enable you to highlight each store online or through local outlets to inform the community of local goods and services. This will also help you to develop collateral materials including online and printed directories.

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

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

- Print window stickers for your local businesses to display. This is a quick and easy way to grab the attention of downtown passersby and connect your local businesses.
• **Design a printed directory for your downtown and distribute it.** It is important to have an online directory, but for those who are wandering through downtown, a printed guide can be a big help to encourage shopping. Check out Denver's Old South Pearl Street guide for a good example. Many downtowns also build a large downtown directory, similar to what one might see in a mall. Use this content to develop an online directory as well.

• **Build loyalty through local currency, coupon books, and gift certificate programs.** Loyalty programs are everywhere these days and for good reason. You can create your own loyal following by offering benefits through coupons, gift certificates, or frequent shopper programs geared toward downtown stores. La Plata County created a Be Local coupon book of local retailers. The Colorado Springs Downtown Partnership created a Downtown Colorado Springs gift card in varying denominations that is accepted in more than 100 local retailers. Carbondale has held a drawing for an electric car; shoppers receive a ticket when they shop at one of 200 participating Carbondale businesses. Local currency programs include Lake City DIRT Dollars and Brush Chamber Bucks.

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

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

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

**Step 6: Spread the word.**

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

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

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

**Step 7: Assess and analyze!**

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

**Businesses:**

- Did you actively participate in the shop local campaign? (In what capacity? Sticker in window? Coordinated store hours?)
- Did you notice an impact from the shop local campaign? Higher sales? New customers?
- Did you gather point of sale information (e.g., zip codes) to show
● Which aspects of the shop local campaign do you feel helped you most?
● Is there anything you would do differently?

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

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

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

MENU OF TECHNICAL ASSISTANCE

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

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
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.

<table>
<thead>
<tr>
<th>Stakeholder for Project</th>
<th>Stake or Interest</th>
<th>Supportive of Project</th>
<th>Relative Importance</th>
<th>Potential Contribution or Withholding</th>
<th>Approach/Responsible</th>
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<td></td>
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<td>Yes</td>
<td>No</td>
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</table>
Identify Potential Volunteers by Stakeholder Groups

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

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### Identify Potential Volunteers by Desired Skills

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

<table>
<thead>
<tr>
<th>Skill</th>
<th>Fund-Raising</th>
<th>Accounting</th>
<th>Graphic Design</th>
<th>Legal Expertise</th>
<th>Finance</th>
<th>Public Speaking</th>
<th>Writing skills</th>
<th>Website design</th>
<th>Marketing</th>
<th>Grant Writing</th>
<th>Gardening</th>
<th>Architecture</th>
<th>Painting</th>
<th>Etc...</th>
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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!

<table>
<thead>
<tr>
<th>Stakeholder groups</th>
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Sample Strategic Event Planning Matrix

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

<table>
<thead>
<tr>
<th>Objective ► Event▼</th>
<th>Community</th>
<th>Kid friendly</th>
<th>Fund Raising</th>
<th>Traffic Generating</th>
<th>Promotes Retail</th>
<th>Restaurant</th>
<th>Downtown Component</th>
<th>Green Initiatives</th>
<th>Historic Accentuated</th>
<th>Lead Org</th>
<th>Partner Orgs</th>
<th>Demographic Reached</th>
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<td>Concert at Park</td>
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<tr>
<td>July 4th Parade</td>
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<td>Christmas Event</td>
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<td>Halloween</td>
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<td>Concerts in the Business districts</td>
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<td>Movie Night-dinner</td>
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<td>Soap box derby or big wheel race</td>
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<td>Ghost tour or haunted house</td>
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Primary Demographic Groups  1.Local  2.Surrounding Area  3.Regional 4.Larger area
Sample Strategic Event Planning Calendar

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

| Objective► | Event▼ | Community | Kid friendly | Fund Raising | Traffic Generating | Promotes Retail | Restaurant Component | Downtown Green Initiatives | Accentuated | Historic Accentuated | Lead Org | Partner Orgs | Demographic Reached |
|------------|--------|-----------|--------------|--------------|-------------------|----------------|----------------------|---------------------------|-----------|---------------------|---------|...............|---------------------|
| Outdoor Market | X      |           |              |              |                   |                 |                      |                           |           |                     |         |              |                     |
| Concert at Park | X      | X         |              |              |                   |                 |                      |                           |           |                     |         |              |                     |
| July 4th Parade | 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 Boards

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

Responsibilities of a Board Member

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

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

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

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

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

Finances: Directors must assure financial responsibility by:
- Approving the annual budget and overseeing adherence to it.
- Contracting for an independent audit.
- Controlling the investment policies and management of capital or reserve funds.

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

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

Ways in which a board member may contribute to the organization:
- Pay annual dues;
- Sponsor or bring in sponsorship(s) for annual events, identify participants for awards programs, etc.;
- Sponsor new member(s)/investor(s);
- Conduct training, workshops or other informational meetings;
- Chair a standing board committee;

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

**EVERY BIT HELPS!**

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

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

**Growing pains:** As an organization evolves from startup to growth toward maturity, the responsibilities and character of its board of directors will evolve as well. Challenges that may come with growth include:
- Weaning directors away from involvement in operations and management.
- Addressing the needs and problems of a large staff.
- Bringing aboard new people and new ideas.

### Board Officer Job Descriptions

**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.

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2 The following descriptions were adapted from materials from BoardSource
Board Vice-President Job Description
This position is typically (but not always) successor to the President position. In addition to the Board Member responsibilities, this position:
1. Serves as a member of the Board
2. Performs President responsibilities when the President cannot be available (see President Job Description)
3. Reports to the Board's President on assigned tasks
4. Works closely with the President and other staff
5. Participates closely with the President to develop and implement officer transition plans.
6. Performs other responsibilities as assigned by the Board.

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

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

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

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

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

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

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

**Job Knowledge and Skills Required**

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

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

Name: 
Title: 

I. Performance in major areas of responsibility

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<tr>
<th>Area</th>
<th>Does not meet</th>
<th>Meets</th>
<th>Exceeds</th>
<th>Far Exceeds</th>
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<tr>
<td>Project/Event Management</td>
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<td>Donor/Member Relations</td>
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<td>Support to the Board of Directors</td>
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<td>Support to the Committees</td>
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<td>Public Relations/Outreach</td>
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<td>Other:</td>
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II. Comments about Staff Performance

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

IV. Identify any areas of performance which need improvement:

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

<table>
<thead>
<tr>
<th>Employee</th>
<th>Date</th>
<th>President</th>
<th>Date</th>
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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

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

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

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

The Western Hardrock Watershed Team

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

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

Applying Directly to AmeriCorps

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

Applying for AmeriCorps VISTA requires a two-step process:

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

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

The VISTA Sponsor application requires:

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

AmeriCorps VISTA Sponsorship Requirements

**The organization must:**

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

**The project must:**

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

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

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

What is needed to gain a Best and Brightest Intern?

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

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

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

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

Tips for Planning an Internship

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

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

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

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

Sample Internship Job Descriptions:

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

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

Organization: __________________________________________________________

Job Type: Internship

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

Location: _______________________________________________________________________

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

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

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

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

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

---

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

**Organization:** ___________________________________________________________________

**Job Type:** Internship

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

**Location:** _______________________________________________________________________

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

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

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

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

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

Organization: ________________________________________________________________

Job Type: Internship

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

Location: ___________________________________________________________________

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

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

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

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

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

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

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

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

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

(b) Upon successful completion of my internship, __________________________________ (Organization Name) will pay me a stipend of $_____ (If applicable). Successful completion of my internship is defined as:
   - Successful completion of X hours/week during entire stated intern period
   - Successful completion of __________________________________________ (list duties here)
   - Successful completion of __________________________________________ (list any additional duties here)
   - Participation in monthly progress reviews
   - Successful completion of final review and exit interview;

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

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

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

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

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

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

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

Intern Signature:__________________________________________________

Date:_____________________________________________________________
Sample Internship Learning Objectives

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

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

1.)

2.)

3.)

Resources for VISTA and Interns to Access

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

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

<table>
<thead>
<tr>
<th>Leadership Position</th>
<th>Name</th>
<th>Time remaining in term</th>
<th>Who will replace them?</th>
<th>Is the successor confirmed?</th>
<th>Necessary next steps to ensure a smooth transition</th>
</tr>
</thead>
<tbody>
<tr>
<td>President/Chair</td>
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<tr>
<td>Vice President/Chair</td>
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<tr>
<td>Secretary</td>
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<tr>
<td>Treasurer</td>
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<tr>
<td>Design Committee Chair</td>
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<td>Organization Committee Chair</td>
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<tr>
<td>E.R. Committee Chair</td>
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<td>Promo. Committee Chair</td>
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<tr>
<td>Significant Business 1.</td>
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<tr>
<td>Significant Business 2.</td>
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<tr>
<td>Other:</td>
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<tr>
<td>Other:</td>
<td></td>
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</tr>
<tr>
<td>AUDENCES</td>
<td>Everyone <em>(Bare)</em></td>
<td>Website</td>
<td>Social Media</td>
<td>Marketing/ Advertising</td>
<td>Special Events</td>
</tr>
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<td>-----------------------------------------------------</td>
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<tr>
<td></td>
<td></td>
<td>Create one website for communities/downtown</td>
<td>Linked to website as a way to drive traffic to website,</td>
<td>Create well established identity and package for branding</td>
<td>Concentrate on year-round activation with emphasis on</td>
</tr>
<tr>
<td></td>
<td></td>
<td>to market. Consider something clever.</td>
<td>communicate up-to-date information</td>
<td>Engage the communities in the role out of a joint marketing</td>
<td>shoulder seasons</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Websites are among today’s most important</td>
<td>Get youth involved in using these mediums to market the</td>
<td>campaign</td>
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<td></td>
<td></td>
<td>tools for communicating</td>
<td>communities?</td>
<td></td>
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<tr>
<td>Community Members</td>
<td></td>
<td>Community events calendar</td>
<td>Facebook</td>
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<td>Community news and projects</td>
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<td>Community resources</td>
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<td>Community business listings</td>
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<td></td>
<td></td>
<td>Newsletter opt-in</td>
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<tr>
<td>Day-cation Visitors</td>
<td></td>
<td>What do they need to plan a trip for a day?</td>
<td>“Visitor Center” – visitors can send in questions about</td>
<td></td>
<td>Event series released in advance with cooperative ideas</td>
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<td></td>
<td></td>
<td>Package experiences/ build an itinerary</td>
<td>the community via Twitter and get responses</td>
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<td>Maps (of businesses, historical trails &amp;</td>
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<td>walks, recreational amenities, etc.)</td>
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<tr>
<td>Destination Visitors</td>
<td></td>
<td>Vacation planner</td>
<td>Flickr (gorgeous pictures of the town or view)</td>
<td>Targeted viral marketing for key interest groups</td>
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<td>Lodging resources in the region</td>
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<td></td>
<td></td>
<td>Links to other visitor sites</td>
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<td>Visitor Info Packet</td>
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<tr>
<td>Business Owners/</td>
<td></td>
<td>Data about communities to encourage new</td>
<td>Training to diversity with online businesses</td>
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<td>Signature event as business development strategy</td>
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<tr>
<td>Investors/ Entrepreneurs</td>
<td></td>
<td>business development</td>
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<td></td>
<td></td>
<td>Package “doing business” information</td>
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<tr>
<td>Orgs (Govt, Chamber,</td>
<td></td>
<td>Common place to post info about projects,</td>
<td>All use same tools (one go to place for community to find</td>
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<td></td>
<td>community news</td>
<td>latest news)</td>
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</table>

**COMMUNICATIONS STRATEGIES**

- **Website**
  - Create one website for communities/downtown to market. Consider something clever. Websites are among today’s most important tools for communicating.

- **Social Media**
  - Linked to website as a way to drive traffic to website, communicate up-to-date information. Get youth involved in using these mediums to market the communities?

- **Marketing/ Advertising**
  - Create well established identity and package for branding.
  - Engage the communities in the role out of a joint marketing campaign.

- **Special Events**
  - Concentrate on year-round activation with emphasis on shoulder seasons.
| etc.) | | | 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.

<table>
<thead>
<tr>
<th>Local government (e.g., city and county officials):</th>
<th>Business owners:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Email or mail a letter detailing the process and inviting participation</td>
<td>Email or mail a letter detailing the process and inviting participation</td>
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<tr>
<td>Follow-up phone calls to reiterate invite</td>
<td>Follow-up phone calls to reiterate invite</td>
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<tr>
<td>Send a press release</td>
<td>Send a press release</td>
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<tr>
<td>Create a flyer to be posted</td>
<td>Create a flyer to be posted</td>
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</tbody>
</table>

<table>
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<tr>
<th>Other local government and organizations (e.g., police departments, school district, library district, chamber of</th>
<th>Local newspapers:</th>
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</tbody>
</table>
| commerce, convention & visitors’ bureau, volunteer associations, business associations, seniors groups and hospitals: | • Email or mail a letter detailing the process and inviting participation  
• Follow-up phone calls to reiterate invite  
• Send a press release  
• Create a flyer to be posted both for employees and for visitors  
• Send a flyer home to parents through the schools  
• 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 |
| Local radio: | • Send a press release  
• Contact station producer to ask if they will interview a community spokesperson about the upcoming event  
  o Be sure to provide the station producer with a list of questions to ask interviewee  
  o 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  
• 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  
  o Be sure to provide the station producer with a list of questions to ask interviewee  
  o 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 |
| Local television: | • Send a press release  
• Contact a reporter to promote the meeting prior to the day and to cover the story the day of the event  
  o Be sure to provide the station producer with a list of questions to ask interviewee  
  o 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 |
| Online: | • 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  
• 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  
  o Be sure to provide the station producer with a list of questions to ask interviewee  
  o 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 |
| Flyers: | • 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.
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.

CITY NAME – Month XX, 2009 – The City/Town of Name is pleased to announce the upcoming Community Revitalization Partnership (CRP) visit in conjunction with the Department of Local Affairs (DOLA) and Downtown Colorado, Inc. (DCI) on Month X-X, 2009. Local organization representatives, business owners, property owners, and residents are encouraged to participate in focus groups on Month X, 2009.

The CRP program is designed to provide downtown revitalization and economic development technical assistance to Colorado communities with a population of 20,000 or less and is coordinated by DOLA and DCI, a nonprofit membership organization committed to building better communities by providing assistance to Colorado downtowns, commercial districts and town centers, as well as the coordinator of the Colorado Main Street program.

Since 2005 DOLA and DCI have teamed up to offer technical assistance visits to communities involved in downtown revitalization. Focusing on current conditions in the downtown, a team of three to five professionals spends two days evaluating the community and facilitating focus groups to provide valuable information about the strengths and opportunities of the downtown, as well as creating the foundation from which a work plan can be developed.

Through the CRP program, a technical assistance visit, valued at more than $19,000, is provided to accepted applicant communities for only $3,000 plus travel expenses, after DOLA’s reimbursement. A majority of the team volunteers their services and the remainder provides services at a highly discounted cost.

The CRP team’s schedule includes a detailed tour of the community and a full day of focus groups with local government representatives, local organization representatives, business owners, property owners, and residents. The two-day visit will conclude with a presentation to the public providing an assessment of the community as well as action steps. A detailed hard-copy action matrix is provided to city officials following the CRP visit.

All local organization representatives, business owners, property owners, and residents interested in participating are asked to contact Name at Phone or email by date to learn more details about the focus group times.

For further details on how the DOLA/DCI CRP program works, please visit the website at www.downtowncoloradoinc.org.

# # #
Communications Planning Form

Today's Date: _______________ Organization/Contact: ________________________________________________________________

Email: _____________________________________________ Phone #: ______________________________________________________

Event Title/Topic to promote & Description: _____________________________________________________________

_________________________________________________________________________________________________________

_____________________________________________ Date (s) Needed: ______________________________

Goals & Objectives

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

___ Raise awareness about an issue/program

___ Encourage Attendance at an Event

___ Recruit Volunteers

___ Publicize News

___ Recognize Someone/Announce an Award

___ Correct Misinformation/Misperceptions

___ Other (attach additional information)

Target Audience:

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

Geographic:

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

Message to communicate:

- Talking point 1

________________________________________________________________________________________

- Talking point 2

________________________________________________________________________________________

- Talking point 3

________________________________________________________________________________________
### Desired result

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

### Outreach to Consider:

#### Face to Face Community Engagement

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

#### Media Options to be used

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

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

**Social Media (coordinated by Dan Rowland)**

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

**Handouts and other collateral to be used**

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

### Internal communications

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

### Distribution:

- Downtown Director
- Board of Directors
- Town Government
- All town
- Sponsors
EXAMPLE: Weekly Goals to Jumpstart Social Media Marketing in Your Downtown

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

<table>
<thead>
<tr>
<th>Downtown Business Name</th>
<th>Day of Promo</th>
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<tbody>
<tr>
<td>___ Restaurant</td>
<td>Monday</td>
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<tr>
<td>___ Restaurant or Store</td>
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<td>___ Service</td>
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<td>___ Service Organization</td>
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Week 2—
- Continue to post old photos each week, post 2-3 at a time throughout week
- Ask business owners to post about their business, photos, and events
- Create your Twitter Account and Hootsuite account (www.hootsuite.com) to schedule posts in advance
- Follow downtown businesses, local, regional and state-wide news outlets, tourism groups, neighboring towns, etc.
  - Schedule posts throughout the week for upcoming events, linking to business websites.
  - Every Friday list any events or specials for weekend travelers

Week 3—
- Continue Facebook and Twitter posts
- Search for area businesses on Google Places, Yelp, or any other consumer review website
- Post links to these reviews on Facebook, ask fans to review their favorite local restaurant
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.
BUILDING BETTER COMMUNITIES BY PROVIDING ASSISTANCE TO DOWNTOWNS, COMMERCIAL DISTRICTS & TOWN CENTERS IN COLORADO THROUGH EDUCATION, ADVOCACY, INFORMATION & COLLABORATION

**Membership**
- Advocacy & Information
- Current Events
- Legislation
- Referrals
- Research
- Job Announcements

**Education**
- 20 Events:
  - Annual Conference
  - Issue Forums
  - Downtown Institute

**Tech Assistance**
- Downtown Assessments, Facilitated & Panel Discussions, Community Activation, and more

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**Why Downtown?**

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**Downtown Assessment Process**

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**Team Members**
- Katherine Correll, Downtown Colorado, Inc.
- Christy Culp, Department of Local Affairs
- Will Kerns, Open Plan
- Elena Scott, Norris Design
- Jamie Shapiro, Downtown Colorado, Inc.
- Tim Stroh, DOLA, Colorado Main Street
- Stephanie Troller, DOLA, Colorado Main Street

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**Thank you participants!**
- Business Owners
- Chamber of Commerce
- City of Leadville
- City Council
- Colorado Mountain College
- Colorado Workforce Center
- County Commissioners
- Delaware Hotel
- Grand West Lodge
- High Mountain Institute
- Historic Preservation Commission
- Full Circle
- Lake County
- Lake County Build a Generation
- Lake County Public Schools
- Lake County Parks and Rec
- Leadvilletoday.com
- Leadville Planning and Zoning Commission
- Lake County Public Works
- Lake County Planning and Zoning Commission
Thank you participants!

- Lake County Tourism Panel
- Leadville Lake County Economic Development
- Leadville Race Series Lifetime Fitness
- National Mining Museum and Hall of Fame

- Parkville Water
- Property Owners
- Residents
- Ski Cooper
- St. Vincent Hospital
- Tabor Opera

Focus Group Observations

- Residents love the small town community, supportive environment and tremendous natural beauty.
- There is tension between the heritage community and the outdoor community.
- Colorado Mountain College is a huge asset, which is not fully utilized.
- Leadville has rich cultural assets and historic buildings, but many of the museums are closed during the winter.

- There is demand for more diverse restaurants downtown.
- Crossing Harrison Street can be difficult.
- There are strong events in Leadville that draw significant numbers of people.
- City ordinances and codes are not well known or understood.
- Leadville faces the challenges of a seasonal economy.
- Leadville has unbelievable amenities for a community of its size.

..and thank you to our hosts and sponsors!

Getting Direction

This is our opportunity area!

Vision  Market

IMPLEMENTATION FRAMEWORK

Community Engagement
Let your intentions inform your actions and not the reverse.

**Observation:** The leadership should shape the vision.

**Recommendation:** Take time to plan instead of putting out fires.
- Council Retreat.
- Set short and long-term objectives for the community.

**Observation:** The community has developed collaboration at the County and City Government level.

**Recommendations:**
- Institutionalize the relationship between governments to ensure cooperation when administrations turnover.
- Include formal liaison roles that remain despite turnover.
- Re convene city and county meetings. The Leadville Coalition served a lot of functions and some are not being filled.
- Formalize Coffee Meetings.

**Observation:** Multiple governments and organizations can be difficult to understand.

**Recommendations:**
- Engage in a process to outline:
  - Relationships between various governmental and business support organizations.
  - Steps that a citizen or business needs to take to access services.
  - Key contacts in the process.
- Ensure that this information is clear and consistent with practice and post it everywhere.
- Consider instituting a Citizens Leadership Academy in Leadville/Lake County.
**Recommendations:**

- Consider a dialogue to outline the roles of the Chamber, EDC, and Tourism Board to ensure that you are not duplicating work. Ensure that the following areas are covered:
  - Marketing and branding the community.
  - Business attraction and retention.
  - Focusing on primary job creation/affordable housing/transit.
  - Organization that synchronizes planning for events.
- Assess the benefits of the Chamber of Commerce switching to an investor model.

**Office of Surface Mining (OSM) AmeriCorps VISTA**

- **Western Hardrock Watershed Team**
  - **Goals:** To use environmental stewardship to build local capacity, increase economic opportunity, enhance outreach and education, improve access to healthy living opportunities, and require professional development.
  - **1 year position/$8,000 year.**
  - **3 year cycle.**
  - **Build capacity** for a nonprofit or community organization.

**Observation:** Limited resources can lead to burnout and stressed budgets and staff.

**Recommendations:**

- Research opportunities for a VISTA volunteer. This position could be housed within the City as a liaison to the HPC, at the Visitor Center, or the EDC.
- Find ways to engage the youth in the community, for example linking historic preservation to youth—painting buildings, a youth council, etc.

**Observation:** There is a need to have a clear process on how development of properties is accomplished in town.

**Recommendation:**

- Clear concise permitting process between projects being considered in the city or within the county.
- Educational materials about how to use codes, ordinances or regulatory documents.
- Educational materials about process of development/permit process. Creation of a guide that shows a step by step from start to finish.
**Observation:** The various codes and regulations can be adjusted to fit Leadville’s community and culture.

**Recommendations:**
- Amend building codes or design regulations specific to the unique community needs.
- Facilitate annual review of building codes, zoning codes and historic preservation guidelines using professionals and community members alike.
- Regulatory agencies, committees are all part of the economic development process.

**Observation:** The community loves it historic downtown but the perception is that there is some deterioration of the public right of ways such as sidewalk and facades.

**Recommendations:**
- Safe and Clean.
- Incentives, exploring funding or cash matching opportunities.
- Façade Squads/ paints/ cleaning/ work in progress.

**Observation:** Lack of integration between recreation and cultural heritage resources.

**Recommendation:**
- Creation of a Cultural Heritage Master Plan or expanding the Recreation Master Plan to become integrated/inclusive as recreation and cultural heritage.
- Use historic preservation building inventory survey and CLG resources to provide additional information for such work as comprehensive plan.

**Observation:** There is momentum in the community to promote historic preservation.

**Recommendations:**
- Tabor Opera House rehabilitation – primary goal for the community to support.
- Promotion of good design infill development guidelines.
- Ghost Signs restoration, preservation and new murals integration.

**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.**
Observation: The promotional opportunities available to Leadville are amazing! Celebrate your niche.

Recommendations: Identify your special things!
• A killer maple bacon donut is available in Leadville.
• The history is a story to be told.
• The highest city, peaks, golf course.
• Miles and miles of groomed trails for skiing and snowmobiling.

Observation: Leadville has many outlets for information.
Recommendations:
• Consolidate websites to have one point of contact that can be maintained affordably.
• One site with pages for community partners with links to:
  – Individual organizational sites.
  – Community Map
  – Recreation opportunities
  – Fun itineraries
  – One calendar for events and fun
  – Volunteer opportunities
  – Businesses
  – Lodging
  – Relocation information
  – Government

Observation: There could be more focus on locals.
Recommendations:
• Create a series of messages to show off assets to locals.
• Continue free days at the museum for locals.
• Develop a shop local campaign for stores and the media.

Observations:
• Target Market
• Benefit
• Brand
• One Voice
• Promotions

Recommendation: Form a Promotion Stakeholder Committee.
**Observation:** History and Recreation go well together.

**Recommendations:**
- Develop the museum of the week program—heritage, arts, murals downtown, etc.
- Add a quilt exhibit with walking tour through downtown.
- Include historic displays by youth during races and other recreational events.

Every year, Americans spend $646 billion on outdoor recreation—on gear, vehicles, trips, travel-related expenses and more. This creates jobs, supports communities, generates tax revenue and helps drive the economy.

**Observation:** There is not a clear strategy for event planning using objectives.

**Recommendations:**
- Create community wide objectives for events. Consider:
  - Youth, multi-cultural, encourage partnerships, and retail sales.
  - Complete the events matrix and evaluation process annually.

Cultural and heritage tourists:
- More frequent business and international travelers.
- Will spend more money on cultural and heritage activities.
- Will travel farther to get the experiences they seek.

**Observation:** Working together provides a lot more opportunity for marketing.

**Recommendations:**
- Develop a collaborative marketing programming to identify areas for complimentary advertising.
- Leadville reservations systems would present a community wide system for reservations of different types of lodging.
- Develop some options highlighting day tripping from Aspen, Vail, etc.

**Observation:** The community would like to better engage with all Spanish speakers.

**Recommendations:** Utilize groups that may be connected or have some links to the Spanish speaking community.

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<thead>
<tr>
<th>Event</th>
<th>Youth</th>
<th>Partners</th>
<th>Retail</th>
<th>Support</th>
<th>Downtown</th>
<th>Fundraiser</th>
<th>Music</th>
<th>Food</th>
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**Outreach:** Work with employers attracting newer Spanish speaking residents and employees.
**Outreach Strategy:**

- **Employers:** Connect with motivated young leaders and empower them. Will bi-lingual people translate and interpret?
- **Arts Groups:** Identify fun, dancing, musical, visual arts, or design projects that celebrate diverse cultures.
- **Schools and CMC:** Use the school system as a venue to bridge cultural divide. Empower a youth council to identify their priorities.
- **Churches:** Reach out to ministers and identify ways that Latino church communities could be engaged in other church group activities.
Job Growth, Supporting Existing Businesses and increasing revenue, both public and private through sales tax and capital investment.

**Observation:** There are three components for long term economic stability.

**Recommendations:**
- Develop a traditional economic development focus to:
  - Attract, retain and grow businesses.
  - Attract primary employers.
  - Consider job creation, affordable housing and transit.
- Focus some effort on the Airport Business Park.
- Advocate strongly for broadband improvements.

**Economic Development**

**Observation:** There isn’t a clear plan for incentives.

**Recommendations:**
- Develop a business friendly packet to show businesses what resources and incentives are available.
- Foster economic gardening program, including outreach to Latinos, seniors, artists, students, etc.
- Consider a shared commercial kitchen and forming a test business site downtown to incubate new businesses.
- Develop habits of using business downtown through consistent business hours.
- Workforce has a paid internship available for ages 16-21 to train new employees—CMC, high school, etc.

**Leadville**

**Observation:** More information will only help you.

**Recommendations:**
- Continue tracking business permitting processes.
- Consider training on health codes and work with other communities to assess their enforcement processes.
- Start collecting zip codes of customers regularly.
- Work with realtors to highlight opportunities.

**Leadville**

**Observation:** There is a lack of clear resources guides in the community.

**Recommendations:**
- Develop a local informational training & educational program to engage locals and students.
- Develop employee and customer services training to educate your businesses and their employees about the products and services available.
- Develop a simple guide for relocating to Leadville with 1st time home buyer and business guide materials.

**Leadville**

**Design**

Enhancing the unique functional and visual quality of downtown by addressing all design elements that create an appealing environment.
**Observation:** There aren’t distinctive gateways into the City from the north and south.

**Recommendations:**
- Develop new gateway locations and entry signage concept.
- There are some signs on Highway 24 that may cause confusion – the locations could be reconsidered.
- Utilize TODS signs, as they have been proven effective for specific heritage tourism destination sites. Add downtown!
- Create signage opportunities to showcase upcoming events.

**Observation:** There is a lack of wayfinding signage in the City.

**Recommendations:** Develop a cohesive system of signage that provides directional guidance to museums, public restrooms, public parking and other community facilities.

**Visual Cues – Non-traditional gateways**
**Observation:** The Visitors Center is set too far back from the street, which decreases visibility and overall effectiveness.

**Recommendations:**
- Add additional wayfinding signage, public restrooms and parking.
- Potential to work with Civic Center Association/owner of adjacent church property to relocate Visitors Center and reconfigure parking area.

**Observation:** The Heritage Museum, National Mining Hall of Fame and Healy House should be more recognized.

**Recommendations:** Explore enhancement of Harrison Avenue between 9th and 10th including historical markers, additional outdoor exhibits and interpretive signage.

**Observation:** There are properties that have been damaged or are vacant that detract from the street character.

**Recommendation:** Until a permanent solution for the properties can be realized, create an opportunity for engagement at the public realm.
Observation: Improve pedestrian crosswalks across Harrison Avenue.

Recommendation: Utilize creative community resources to develop painted crosswalks that speak to Leadville’s unique character.

Observation: Utilize publicly owned spaces to their fullest potential.

Recommendations: Create a plan for pocket parks along Harrison Avenue.
- West Side At Visitors Center
- West Side Between 9th and 7th
- East Side 6th at Bank
- West Side at Lake County
- East Side at 4th

Promote uses that will activate Harrison Avenue.

Fun history facts at the public restroom / pocket park at 6th.

Observation: Build on concept for local food production.

Recommendation: Whether located at temporary or permanent sites, look at opportunities to increase local food production. Explore the potential to locate on the UP Site on Highway 24 and Monroe Street.

Observation: Implementing the Entertainment District Ordinance could benefit your community.

Recommendation: Continue to investigate the opportunities that the Entertainment District could bring to downtown Leadville.
Observation: There is interest in an Entertainment District.

Recommendations:
• You must be able to meet the common consumption zone physical requirements (i.e. easily “enclosed” area that does not cross any motor vehicle traffic).
• You will need an organization to drive with at least one employee approved to spend a large amount of time on an ongoing basis.
• Understand SB11-273 thoroughly and work closely with your local liquor authority and various department heads.
• Make sure you have strong buy-in from the liquor license holders and all other stakeholders involved who will form your board of directors.

Greeley Go Cup
• 25% increase in sales tax revenue from 2012 to 2013 and approximately 29,000 attendees in 2013.
• Directly responsible for at least two new restaurants locating in the common consumption district.
• Sheds a positive light on Greeley’s image and gives attendees a sense of community.

Leadville Transportation and Connectivity

Observation: Left turns at 6th and Harrison cause some backups in the summer.

Recommendation: Open Poplar Street to two way traffic which will alleviate traffic on main street and activate Poplar Street as an additional commercial corridor.

Observation: There is a perceived lack of bicycle parking in town.

Recommendations: Allow local craftsman and artisans to design, build and site bike racks throughout town.

Observation: OHV users are an important economic and tourism component for Leadville.

Recommendations: Allow OHV access on certain trails around town. Create a multi-user trail education strategy. Work to designate additional areas east of town as OHV, as well as the designation of a Leadville to Cottonwood Pass OHV trail.
**Observation:** Leadville is disconnected from Turquoise Lake on a Bicycle/Pedestrian level.

**Recommendations:** Plan a multi-use trail from Leadville to Turquoise Lake, which could utilize an existing roadway alignment along CR-4.

**Observation:** Sidewalks in town are inconsistent and not always ADA compliant.

**Recommendation:** Create a Leadville sidewalk plan that uses context appropriate facilities, and upgrades Leadville’s existing sidewalk system to be both consistent and ADA compliant.

**Observation:** Leadville lacks adequate transit accessibility.

**Recommendation:** Create an in town shuttle system that makes connections to popular destinations in Leadville and also connects to the Summit Stage and Eagle County Transit service.

**Potential Funding Mechanisms for Projects in Leadville**

- **Lodging Tax**
  - Use these funds as a part of a county-wide strategy for attracting visitors. This should work in combination with larger economic development approach. Focus on shoulder seasons.

- **Community Development Corporation**
  - Non-profit community organization with public/private orientation.
  - Usually 501(C)(3)
  - Oriented to advance real estate and business development.
  - Provides planning and project development services.

- **Workforce Training Funds**
  - On the job and work experience opportunities are available to eligible workers.

- **Energy and Mineral Impact Funds**
  - Administrative Grants for Planning/Engineering services
  - Three grant cycles per year, up to $2 million
• Business license, vending fee
  - This can help generate revenues for the community and will help in identifying what businesses are located in town.
  - Many times the fees are paid every year.
  - These dollars could be earmarked for specific business needs, events, marketing, etc.
  - Vender fees could be viewed or assessed because of the competition to local businesses in town.

• Consider a Downtown Development Authority (DDA)
  - User Tax Increment Funding - that is not a new tax. The DDA could consider applications for grants for exterior building front façade work on properties within its Downtown Sub-District.
  - Eventually, the DDA could house the Main Street Program.

• Capitalizing a building and façade program
  - This program could provide financial assistance to property owners seeking to renovate or restore their exterior facades and other relevant aesthetic improvements.
  - The Program's objectives are to improve the physical appearance of independent businesses and enhance the viability of businesses located within an Project Area.

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

What else is in your tool box?

Stakeholder Analysis

<table>
<thead>
<tr>
<th>Stakeholder Analysis</th>
<th>Interest</th>
<th>Support (Y/N)</th>
<th>Importance (1-5)</th>
<th>Contribution</th>
<th>Approach</th>
</tr>
</thead>
<tbody>
<tr>
<td>Local Gov't (Core Team)</td>
<td>Econ Dev, Planning</td>
<td>Y</td>
<td>5</td>
<td>Communications, Funding, Zoning, Coordination</td>
<td>Internal: Direct or thru Dept Heads</td>
</tr>
<tr>
<td>Church or Non-Profit</td>
<td>Ability to pursue grants</td>
<td>Y</td>
<td>3</td>
<td>Info Distribution &amp; Volunteers</td>
<td>Informal: Flyers and email Invitations</td>
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<tr>
<td>Community College</td>
<td>Image Building</td>
<td>N</td>
<td>4</td>
<td>Meeting Space and Volunteers</td>
<td>Formal: Proposal and Presentation</td>
</tr>
<tr>
<td>School Administration</td>
<td>Leadership Program</td>
<td>N</td>
<td>3</td>
<td>Info Distribution, Meeting Space &amp; Volunteers</td>
<td>Formal: Letter, Invitation, Meeting</td>
</tr>
</tbody>
</table>

Action Matrix

<table>
<thead>
<tr>
<th>Time</th>
<th>Task</th>
<th>Measure of Success</th>
<th>Initiator</th>
<th>Partners</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-3 M</td>
<td>Declare the commercial core a priority</td>
<td>Adopt a mission statement for improving the commercial district. Improved search rating in 6 months</td>
<td>Town Board</td>
<td>Businesses, Residents, School</td>
</tr>
<tr>
<td>3-6 M</td>
<td>Develop online presence for each business</td>
<td></td>
<td>Chamber</td>
<td>Businesses, Youth, Schools</td>
</tr>
</tbody>
</table>
LEADVILLE NEXT STEPS

1 – 4 weeks after the technical assistance visit
• Use the presentation to share ideas and spark conversation.
• Plan a follow up meeting to get people together and discuss next steps.
• Develop a means to solicit and collect ideas online.
• Identify ways to cross-promote this summer.

4 – 8 Weeks after the technical assistance visit
• Identify two visible projects that will be noticed around town.
• Develop a survey of skills people might have or want to learn and send it to all participants.

Thank you

For more information contact
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www.downtowncoloradoinc.org