



ALAMOSA
Community Revitalization Partnership
Team Visit

April 20 and 21, 2005

Team Members:

Christina Brickley, Cherry Creek North BID, Denver
Lila Nigh, Arvada Economic Development Association, Arvada
Barbara Silverman, CCRA, Denver

Thank you, for welcoming the CRP Team so graciously to your wonderful community!

The Department of Local Affairs (DOLA) and CCRA have teamed up for a one-year pilot program to provide one to three day downtown revitalization assistance visits to non-Main Street communities under 20,000 population on a variety of subjects. The CRP goal is to enable towns to “break through” a troublesome issue or question thereby moving forward with their downtown revitalization.

The CRP team’s mission in Alamosa was to center its visit around education about the market analysis process and its application, and understanding how to develop a marketing plan for downtown

Historic Downtown Alamosa has a great business mix, lots of people use downtown, good base of downtown employees, two colleges, Adams State College and Trinidad State Junior College, and is in close proximity to world class attractions such as the Rio Grande River and Great Sand Dunes National Park. The historic ambience of downtown is incredible with a great collection of deco buildings. Both ADMI and AURA are involved in long-range projects that are very large in scope.

Recommended Approaches for Alamosa in three areas:

1. MARKETING
2. BUSINESS RETENTION AND DEVELOPMENT
3. GOVERNMENT RELATIONS (CITY AND COUNTY)

SECTION I. MARKETING Objectives (short –term)

- Build momentum through immediate short-term successes during the timeframe of Spring and Summer 2005.
- Increase awareness among key audiences through distribution of existing brochure, existing calendar of events and new
- Create customer retention efforts through direct mail, personal calls and promotions in order to maintain existing businesses

Target Audiences

Internal

Downtown Alamosa merchants and businesses

External

- Adams State college students & faculty (parents & alumni)
- Media as a conduit to general public and elected officials
- Local residents
- Visitors to Sand Dunes
- Tourists (drive through traffic)

Timing

Spring and Summer 2005

Marketing Approach

- Building confidence, instant successes for a paradigm shift
- Merchant relations (develop key messages to share relay consistent information on downtown Alamosa and share core offerings)
- Advertising alternatives (explore community weekly publications, high school newspapers, sponsoring a young sports team)
- Leveraging existing events (disseminate events calendar everywhere so people know Downtown Alamosa is a hub of activity)

- Leveraging existing relationships (tap into Adams state off of being more involved, work with one or two neighboring businesses to create cross-promotion)
- Media relations (send event info or trend ideas to newspapers)
- Community outreach (engage new audiences of people)
- See chart for detailed approach and measurement

Measurement

- Store sales
- Attendance at events
- Buzz on the street
- Feedback form partners (Adams State, Sand Dunes)

**Downtown Alamosa Marketing Tactics
Spring/Summer 2005**

Updated 4/21/05

Marketing Tactic	Action Items/Next Steps	Point person or organization	Measurement	Notes
'Spring Shift'	<ul style="list-style-type: none"> ▪ Launch event (rally) for downtown merchants to unveil spring/summer schedule, share key messages, build momentum for summer 		<ul style="list-style-type: none"> ▪ Attendance ▪ Attitude ▪ Number of people signed up for action items 	Internal mantra: <u>Change in traffic pattern+ new buying pattern=new attitude toward downtown</u> (Consensus building event)
Community relations	<ul style="list-style-type: none"> ▪ Write 5 key messages about downtown Alamosa to 		<ul style="list-style-type: none"> ▪ Increased buzz about downtown Alamosa 	<ul style="list-style-type: none"> ▪ Identify community meeting spaces and

	<p>share with businesses and “unofficial ambassadors”</p> <ul style="list-style-type: none"> ▪ Create ambassador program of merchants to visit sand dunes, visitor center and Adams state with quarterly updates (later moving to monthly updates) 		<ul style="list-style-type: none"> ▪ Inquiries at store level (how did you hear about our store/area) ▪ Completed delivery to key outlets (sand, school, etc) on a quarterly basis 	<p>deliver information</p>
<p>Merchant relations</p>	<ul style="list-style-type: none"> ▪ Develop points program to upgrade memberships—the more you contribute the more you receive ▪ E-mail list for downtown Alamosa—e-mail each other events and special ▪ Neighbor promos-have each store 		<ul style="list-style-type: none"> ▪ Number of members in ADMI ▪ Number of participants in partner program ▪ Number of names in e-mail list and use 	<p>Examples include using “bold” type in brochure biz that help implement, free ad space in directory, merchant of the month parking/newsletter profile</p>

	<p>adopt 2 partners</p> <ul style="list-style-type: none">▪ Update newsletter format—more bullet points, more white space—don't have time for seminars here <p>are 5 tips for window displays, 5 potentials partners for co-op ads</p>			
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Media relations	<ul style="list-style-type: none"> ▪ Create seasonal Calendar listings ▪ Contact media with potential news angles—determine what is newsworthy for your area (merchant profiles) ▪ Always make it easy for the media (send electronic photo) ▪ If not local—try regional/travel writers/web sites 		<ul style="list-style-type: none"> ▪ Media hits (unpaid) count impressions based on circulation 	Media audience: Valley community papers, Adams state paper, mass mailing to parents & alumni for Homecoming weekend
Internet exposure	<ul style="list-style-type: none"> ▪ Colorado.com ▪ Alamosa.org 		<ul style="list-style-type: none"> ▪ Measure hits 	<ul style="list-style-type: none"> ▪ Submit list of events ▪ Create travel package ▪ Create “Enter to win”
Advertising	<ul style="list-style-type: none"> ▪ Leverage existing artwork ▪ Develop core message (authentic & affordable) ▪ Seek out alternate and untraditional 		<ul style="list-style-type: none"> ▪ Ask people if they saw your ads ▪ Track store numbers on each day of the week following ad ▪ Look at ad 	

	modes of advertising (high school sports program, college, sports teams, sleds at sand dunes, etc.		budget compared to quantity of ads	
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<p>Collateral</p>	<ul style="list-style-type: none"> ▪ Posters of events for community bulletin boards ▪ New store directory/New history tour piece ▪ Events calendar (Typed in word—simple) ▪ Student card (Adams State Rate) 		<ul style="list-style-type: none"> ▪ Consistency in look and feel of collateral ▪ Use of collateral (does it stay on display for intended timeframe) ▪ Use of events calendar (increased knowledge of events/event attendance) 	<ul style="list-style-type: none"> ▪ Develop consistent collateral delivery system and locations—so people know when and where they can expect to find you info.
<p>Signage</p>	<ul style="list-style-type: none"> ▪ Create prototype for “welcome signage” to be adapted for different events and city guests “Welcome back Adams State students” “Welcome Quilters” 		<ul style="list-style-type: none"> ▪ Count new leads ▪ Number of stores that use welcome signs ▪ Foot traffic 	<ul style="list-style-type: none"> ▪ Explore highway signage program
<p>Target Marketing</p>	<ul style="list-style-type: none"> ▪ Seek out and OWN existing and new audiences: ▪ Key: Adams State & Sand visitors 		<ul style="list-style-type: none"> ▪ Are people coming from sand dunes, more student? Compare month over month 	<ul style="list-style-type: none"> ▪ Talk to students see what they want downtown ▪ Reach out to Southern

				Alamosa (inclusion in their newsletter)
Activation	<ul style="list-style-type: none"> ▪ Build database ▪ Create incentives (monthly give-aways?) ▪ Try to “activate each event and promo with a call to action— i.e make them visit you! 		<ul style="list-style-type: none"> ▪ Measure by new customer count ▪ Names in database 	

<p>Promotions</p>	<ul style="list-style-type: none"> ▪ Create call to action (ask for calendar of events enter to win, display local artwork in store windows ▪ Create downtown Alamosa employee benefit or appreciation day 		<ul style="list-style-type: none"> ▪ Number of new names added to data base ▪ Number of new relationships developed ▪ Repeat business 	<ul style="list-style-type: none"> ▪ Other ideas—give cameras to students, ask them to take photos of downtown, display photos in windows, award winner ▪ Add a second art tour ▪ Fundraiser event (shopping focus)
<p>Cross promotions</p>	<ul style="list-style-type: none"> ▪ Leverage school schedule, JC Penny's schedule, holidays (small biz awareness week) neighborhood appreciation days 		<ul style="list-style-type: none"> ▪ Store sales during promo time period ▪ Number of new customers 	<ul style="list-style-type: none"> ▪ Look up "Chase" calendar—there is a holiday or celebration for every day of the year
<p>Sponsors</p>	<ul style="list-style-type: none"> ▪ Don't always ask for money—ask for exposure including: bank statement inserts, event schedule/posters hung in 		<ul style="list-style-type: none"> ▪ Survey sponsors—did customers thank them for sponsoring (ask people to do this) ▪ Did they 	

	<p>businesses, special reception for evening in downtown, VIP parking—trade!</p> <ul style="list-style-type: none"> ▪ Tie-into their staff initiatives (how many new leads should they generate, do they have a community non profit partner you may also partner with on an event?) 		<p>generate new leads as clients</p> <ul style="list-style-type: none"> ▪ Did their staff feel proud to sponsor 	
Surveys	<ul style="list-style-type: none"> ▪ 		<ul style="list-style-type: none"> ▪ 	<p>Constantly ask merchants what they thought, did it help, would they do it again?</p>

Other:

- Find a sister city to leverage with cross promotions
- Create one gift certificate for downtown Alamosa or a packet of smaller benefits (consider Alamosa Bucks)
- Create student welcome packages (envelope with perks)
- Own something—be the friendliest town in the valley—free coffee for visitors,
- Sand: sand shovel, sand sculptures, downtown sandbox, pecan sandies, ice cream sandies, special coffee drink, instead of sidewalk sale use sandwalk sale
- Have fun with promotions—make people smile—free sand with each purchase, free parking for those with cars

- Encourage alternate transportation (bike parking) walking (how many steps to walk downtown—how many calories burned)
- Get moms—stroller brigade for exercise—activities for kids, young internships programs (throw pizza dough/learn fire safety/make fudge)
- Build e-mail list of downtown Alamosa merchants use for bi-weekly sales or marketing tips (pull from internet) and/or information on other stores and their sales
- Explore a “trunk” show concept—each store could partner with a trunk show vendor for the weekend (bring in special sweaters, gifts , perfumes, etc)
- Work toward a direction kiosk that includes a downtown map and store listing. historical tour brochures
- Ask local grocery stores if you can include an event calendar in paper bags (bag stuffers) would they print paper bags with your message “Visit Historical Downtown Alamosa”
- Explore ‘sandman’ or other mascot/icon in a costume
- Ambiance: murals, music on street corners, painters on corners, chalk drawing on sidewalks, etc (select Saturdays)

And:

- Don’t use “W” word—move past that—differentiate, acknowledge they are there—but be a step above in customer service and messaging
- You are the first impression—stay positive

SECTION II. BUSINESS RETENTION AND DEVELOPMENT

- Directory of businesses by category on Alamosa.org and Colorado.com.
- Ask for SBDC assistance with classes for downtown merchants, such as merchandising and window display workshops.
- PARKING MAP (include total number of parking spaces) and BUSINESS GUIDE/DIRECTORY (see Arvada example)
- Use marketing brochure for business development.
- Welcome Wagon for new businesses – give directory, free meal, and a mentor who is an established business.
- Announce new businesses, special events, job opportunities via e-mail to key contacts at city, county and colleges.
- Introduce new business owners at City Council meetings.
- Survey downtown employees, asking frequency of downtown shopping, price point, favorite stores, desires for products and other stores, hours. Deliver anonymous surveys to businesses. Return by mail or drop box.
- Get to Know Your Neighbors. Have a 'block' party. One block per quarter. Offer wine and appetizers. 5:30-6:30. Moving from business to business.

SECTION III. GOVERNMENT RELATIONS (CITY AND COUNTY)

- Show successes through quarterly updates to city and county
- Proclamation "Small Business Awareness Week"
- Introduce new businesses to City Council
- Schedule downtown update on City Council work session (2-3 times per year)
- Tour of downtown for City Council and City Staff
- When there is a new business ask city and county to announce new business to their employees on internal email.
- Government support of downtown: communicate with downtown groups about major projects on a regular basis, designate a council person to attend ADMI/AURA meetings and regularly report at council meeting, give timeline for approval of design guidelines, communicate about plans for one-way streets, discuss and strategize effects of downtown construction, etc.

Moving Toward the Big Picture

- **PARTNERSHIPS'R'US** - Market ADMI to everyone downtown and outside of downtown (i.e. stakeholders); WalMart can be a good partner with downtown; ADMI and AURA are coordinators but need partnerships to ACCOMPLISH ALL OF THESE THINGS. Look for trades (copying, printing) in-kind services.
- **ORGANIZATIONAL ISSUES:** There are many, many organizations in Alamosa. Adams State College could serve as a facilitator to bring a representative of each organization together to explain and clarify each organization's mission and role in Alamosa. Organizations include: ADMI, AURA and committees ERC and Design, Historic Preservation, ACDC, Museum group, National Park Service, and others. A meeting such as this might be the beginning of developing partnerships and accountability to one another.
 - Identify the partners that are coordinating/planning these large scale projects.
 - Museum,
 - lofts (life/work/play neighborhood),
 - 6th St development
 - River walk
 - Develop inter-agency communications.
 - Identify ways organizations may help each other.
 - Develop regular meeting times to update one another. 1x or 2x/year.
- **Education about Parking Management** should be a goal for within the next 18 months.

RESOURCES

(Information, Technical assistance, Funding)

American Institute of Architects (AIA), publications, architects, etc.
American Society of Landscape Architects (ASLA), *Landscape Architecture* magazine)
Colorado Brownfields Association – Environmental assessments and grants
Colorado Community Revitalization Association (CCRA), technical assistance, Colorado Main Street program
Colorado Historical Society (historic surveys, preservation, tax credits, etc.)
Colorado Preservation Inc. (advocacy, state preservation awards, etc.)
Department of Local Affairs (technical assistance, Energy Impacts Assistance grants, Community Development Block grants, etc.)
Downtown Idea Exchange/Downtown Promotion Reporter publications
Great Outdoors Colorado (GOCO) Trust Fund (parks, trails, recreation, open space grants)
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)
Main Street 101 Training
Market Analysis (many good private consultants).
Downtown Market Analysis Toolbox (a Do-It-Yourself tool) www.uwex.edu/ces/cced/dma
National Main Street Center (National Town Meeting on Main Street-Baltimore; publications on Organization, Design, Promotions, & Economic Restructuring)
National Trust for Historic Preservation (small grants, *Preservation* magazine)
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)

Alamosa CRP Team Bio's

Christina Brickley. As marketing director for Cherry Creek North Christina is responsible for working with the board of directors, marketing committee and 350 merchants to create, implement and measure marketing initiatives on behalf of the merchants in Cherry Creek North. Components of the marketing approach include consistent media relations, and an advertising campaign to reinforce the branding, events and promotions to increase business in the area. A series of community outreach initiatives also allow Cherry Creek North to remain a vital part of the Denver area and are integral to the marketing effort.

Prior to joining Cherry Creek North, Christina was a senior strategist and the public relations director at Barnhart/CMI for six years. Christina's role was to lead clients in the development and implementation of integrated marketing and public relations efforts based on the client's branding directive. Clients included Starbucks Coffee Company, Krispy Kreme Doughnuts, Exempla Healthcare, Ultimate Electronics/SoundTrack, Northern Trust Bank and Denver Botanic Gardens.

Christina was a finalist for the Denver Business Journal's "Business Woman of the Year," and a nominee for the Denver Metro Chamber of Commerce's Chamber Champion Award. **Contact: 303-394-2903 ext. 12; Christina@cherrycreeknorth.com.**

Lila Nigh The Arvada Economic Development Association (AEDA) is the business development arm for the City of Arvada and is responsible for the recruitment of retail and commercial business and retention/expansion of existing businesses. AEDA's retention program has been nationally recognized for its innovation and its excellence in establishing and maintaining partnerships with Arvada businesses.

Lila has a degree in economics and a professional background in banking, community development, and is currently manager of AEDA. Her economic development experience includes marketing, real estate promotion, contact/database management, and community relations. She helped establish and coordinate the Business Assistance Program in Historic Olde Town Arvada (HOTA), a Main Street Program in Arvada, to help stimulate growth and new business activity in the downtown area. Subsequently, she has also been involved in a number of other efforts and activities in HOTA.

Lila and her husband own an importing company that sells international food products locally to fine dining restaurants and nationally to chains. She is active in her community and volunteers her time with a number of organizations. **Contact: 720-898-7012; lila@ci.arvada.co.us.**

Barbara Silverman is the executive director of Colorado Community Revitalization Association (CCRA). Established in 1982, CCRA is a nonprofit, membership organization dedicated to building better communities through cultural and historic preservation; economic vitality; sustainability; quality; and respect for community identity. CCRA works with downtown development authorities, urban renewal authorities, business improvement districts and other downtown organizations throughout the state and administers the Colorado Main Street program. Barbara has over 25 years experience in the nonprofit and public sectors creating and directing a wide variety of programs including downtown revitalization and Main Street programs, economic and community development, housing, and land conservation. Barbara worked with the Trust for Public Land in New York and Minnesota, and started TPL's 12-state regional office in Minneapolis. In addition to Colorado, she has worked with state Main Street programs in Minnesota and New Mexico. **Contact: 303-282-0625; barb@ccraonline.org.**

HANDOUT

Historic Downtown Alamosa

Key Messages

- Downtown Alamosa is authentic and affordable.
- Downtown Alamosa offers a host of activities this summer including the Farmer's Market, free concerts and events.
- Dining in downtown Alamosa offers some of the region's best Mexican food and a variety of other choices from among the 80 plus restaurants.
- Downtown Alamosa offers the selection and personal service you can only find in independently owned shops.
- Downtown Alamosa is in the middle of everywhere. We are surrounded by the the Great Sand Dunes National Park, Rio Grande river, an alligator park, Cumbres and Toltec railroad, and the Sangre de Cristo wilderness area to name a few.

Ideas to Give My Business a Boost

- Create a calendar listing of store events and promotions (sales don't count)
- Put out a guest book to start collecting names of customers, visitors and prospective customers
- Train yourself to ask, "How did you find out about our store?" or "How did you find out about historic downtown Alamosa?"
- Put out a fishbowl for business cards for an "enter to win." The "prize" could be anything from a discount to a product or a homemade pie!
- Find a community partner to feature in your store window (for example support the homeless shelter or Habitat for Humanity—include photos of recent project)

- Change your store window display each month
- Start asking people what they would like to see in your store—“Are there any products or gifts you would like to see?”
- Stay true to key messages about ‘Historic Downtown Alamosa’ stay positive, offer solutions to negative comments.
- Put fresh coat of paint on your store front (unless not painted)
- Enlist 2 other stores/businesses to be your partners for summer (Develop cross promotions)
- Light the store windows so people can see products
- Be a community resource (can you provide me with directions to xxxx, do you have a bathroom, where can I buy socks, What is your favorite restaurant?)
- Identify trends and share them with customers through direct mail; and by talking to neighbors. (For example striped shirts are in this summer or cooking with basil is hot in NY restaurants...)
- Send birthday cards to your frequent customers
- Place personal calls to customers when a new product is available (seasonal approach)
- Host preferred shopping night in your store (drinks & munchies) for regulars—offer to make a donation to a charity from evening proceeds (could be a \$50 donation). Tie it to a holiday—Mother’s Day shopping night for dads & kids, pre-holiday, etc.
- When my neighbors are successful, I am successful. Call ALMI and see if they need help on a project (stuff envelopes, online research, distribute surveys, etc) Call Beverly at 589.5927 or e-mail spirtwalk@amigo.net