Building better communities by providing assistance to downtowns, commercial districts, and town centers in Colorado.

Brush Main Street

Main Street Approach and Principles

The Main Street Approach was created by the National Trust for Historic Preservation. Through their National Main Street Center (NMSC) they have refined the techniques necessary for successful downtown revitalization, and they have willingly transferred many of the lessons learned to others. Downtown Colorado, Inc, with support from the Colorado Historical Society, directs the Main Street Program in the state.

The Main Street or Four Point Approach features organization, promotion, design and economic restructuring. It is under these umbrella issues that all downtown concerns can be addressed. Organization is the vehicle by which people come together to identify areas of common interest and decide strategies for moving forward. Promotion involves defining an image for the downtown and marketing that to people within and beyond the community. Design represents the physical image as well as the manner in which downtown functions, both publicly and privately. Economic restructuring is the acknowledgment that the market for downtown has changed and we need to understand the forces of change and what that means for future development.

Several principles have emerged as equally critical to Main Street’s success. Main Street is:

• Comprehensive--it does not focus on only one issue but instead looks to the interrelationship of many issues;
• Partnership driven--no one individual or group can or should have to solve all of downtown’s problems; rather it is through partnerships, especially among public/private/non-profit sectors, that success occurs;
• Quality--downtown must put forward quality in every way, whether it is through customer service or through the quality of public improvements, to be competitive;
• Action-oriented--while planning is critical, success depends on making things happen to garner interest and support;
• Built on local assets--the best strategy for economic growth is to build on local assets, not to depend on external solutions or investments;
• Incremental/long-term--revitalization is best achieved through individual improvements, and their collective impact over time can be quite significant.
• Self-help--Main Street is truly a local program, and its success is directly proportional to the commitment and leadership applied locally;
• Management directed--the one significant distinction between Main Street and other good-faith efforts to revitalize downtowns is the requirement of full-time downtown management. Despite all of the interest and energy of volunteers, their accomplishments are limited by other commitments. A manager cannot only keep the momentum going between meetings but can also bring professional skills and knowledge to the tasks.

Introduction

Brush Chamber/Main Street is the third Colorado Main Street Program to receive a Resource Team Visit. The visit was conducted as part of the package of training and technical assistance provided by DCI to Colorado Main Street organizations.

Members of the Resource Team

• Scott Day, Principal, Urban Design Specialists, architecture and design expert
• Renae Foxhoven, Consultant, Foxbach Productions, promotions expert
• André Natta, Consultant, economic restructuring expert
• Mike Tupa, Colorado State University/DOLA Community Technical Assistance Program
• Christy Culp, Colorado Department of Local Affairs
• Katherine Correll, Executive Director, Downtown Colorado, Inc., organizational expert and Report Coordinator
• Jesse Silverstein, Executive Director, Colorado Brownfields Foundation, joined the team to conduct an assessment of possible sites. His report is attached as an appendix B.
The agenda for the Resource Team Visit was organized by Ron Prascher, Brush Main Street Program Manager. (See Appendix A -- Resource Team Agenda.)

Acknowledgements
DCI is very grateful to many people and organizations in Brush that helped with the visit.
Ron Prascher, executive director for Brush’s Main Street and Chamber of Commerce, did most of the advance preparation and gathered previous reports, collateral materials, organized each meeting and invited participants. We are very grateful. During the visit, Ron was helpful, accommodated our every need, and was very informative.
The City of Brush, particularly members of the Brush City Council, and City Manager Monty Torres provided time, meeting space, and resources during the visit. Members of the board and committees of Brush Chamber/Main Street were also a great help to us and cheerfully volunteered their time.
We are also grateful to the Colorado Department of Local Affairs whose support made this Resource Team Visit possible.

Purpose of the Visit
The purpose of the Resource Team Visit was to take a look at the downtown community and the Brush’s Main Street program and offer suggestions and recommendations. While the organization as a whole and each of its committees is off to a good start, with this report the Team is offering suggestions for your prioritization of projects, and some ideas for new projects and/or approaches.
This report is not a directive. As outsiders, it is not appropriate that we offer directives. Rather we offer suggestions for how you might proceed related to the Main Street Four Point Approach™ based on the extensive prior experiences of the Resource Team members.
Our primary role during the visit was to observe and listen. We were there primarily to take in information about your downtown, about your organization, and about the crucial issues that you face. We tried to get the “big picture” and resisted focusing in on just a few issues. While we considered your current work plan, we tried also to consider the full range of possibilities and potential challenges to your work.
This report attempts to “call it like we saw it.” We have tried to reflect our observations back to you honestly and provide you with objective information to help you make good decisions going forward.
The Resource Team Visit is just one part of the relationship between the Brush Chamber/Main Street program and DCI. It is hoped that the community will use report as a catalyst for ongoing dialogue and discussion about what’s best for Brush’s downtown and how to achieve it. The citizens and officials of Brush should study these recommendations, debate them, refine them, but by all means use them to shape a downtown revitalization program. Only through action can the process for downtown revitalization be successful.

Format and Use of This Report
This report is loosely organized along the Four Points. Each of the sections was drafted by a particular member of the resource team. As such, these different sections are each organized a little differently according to the nature of the issues addressed and the style of the writer. These sections were not extensively edited but the entire draft report was circulated among all team members for final review and comment.
Many Main Street communities struggle to find their own unique niche. What makes one downtown different from another and how those unique differences are capitalized on is a key element to promoting any community, and it’s no different for Brush. Knowing the true identity of your downtown and your organization, and finding ways to effectively communicate and build on that message with your unique audience is a key element to Main Street success. Success will occur when you learn to gently guide the change in perception through strong connections with your audience, consistency (and persistency!), and the patience to find a message and stick with it.

The combination of the Brush Chamber and Main Street programs have been productive and added strength and resources to both organizations, but without a distinct identity, the Brush downtown and Main Street program will be limited in capacity and growth potential. The ability to share a dedicated and hardworking staff has been incredibly beneficial to the Chamber and Main Street, but as the program matures, it will be important to look at staff and committees that are dedicated solely to Main Street to ensure that resources, focus, and priority are on the downtown.

One of the key requirements to establishing an organizational identity is awareness of your constituency, mission, and resources. It takes awareness of your own organization priorities to turn down a potential project because it is outside of your geographic or focus area. Developing a clear identity will require that the City of Brush clearly understand the focus of the downtown area organization and more importantly, that Main Street committees believe in a downtown mission. They must be able to act on that mission in a proactive way by limiting activities to those items that impact downtown. The team believes that by focusing on the following areas, the program will be able to strengthen its activities and image throughout the community:

**Observations**

**Community Presence:** The organization recently completed work on a new office on the Main Street. Utilizing State Historical Fund money to rehabilitate a historic building on Main Street is a great way to increase presence and demonstrate the use of grant funds. The space is excellent and the rehabilitation is beautiful. Moving downtown goes a long way to building Main Street identity and the stability, credibility, and accessibility that a permanent downtown office space provides.

**Membership:** Related to funding for the overall organization, membership dues for Brush Main Street seems to have been “sold” as a part of the Cattle Baron package linking Main Street and Chamber membership. While this notion may have been expedient to encouraging a higher level of dues, the reality is that the most successful Main Street revitalization organizations - and other community-driven economic development efforts - require dedicated funds. Combining the Chamber and Main
Building better communities by providing assistance to downtowns, commercial districts, and downtown centers in Colorado.

Street budget will limit ability to focus funds and attention downtown.

The following observations and recommendations present specific ideas for improving Main Street Brush's messaging and identity, and provide suggestions for helping Main Street staff, board and committees perform more effectively. These steps will assist Brush in developing a strategic internal communications plan between staff, committees, and partner organizations. It will also focus on clarifying external messaging to members, sponsors (local and statewide), public entities, and targeted groups.

1. Clarify Roles in the Community
   **Observation:** There are many organizations and entities trying to do multiple things in this small community. There's a lack of clarity about who does what for downtown.
   **Recommendation:**
   - Main Street, the Chamber, and the City need to define their roles, responsibilities, and relationships to downtown Brush.
   - All community groups need to understand the role of Main Street and the message of Brush. All can have unique identities, but need to be working towards the same goal.
   - Divide the responsibilities for strategies to reach the goal and work together to get it done.

2. Understand your Audience
   **Observation:** You may not be bridging the gap with the diverse audiences that make up Brush and the local area. Find out what your marketplace desires.
   **Recommendation:** Before you began looking outward for downtown support, we'd encourage you to first expand your horizons locally. If you can learn to engage your own community, primary employers, and residents in downtown, the momentum will build. Start by identifying the diverse markets that make up your community and target your outreach to them.
   - Reach out to new or untapped audiences of residents:
     - Families
     - Seniors
     - Hispanic community
     - Youth
   - Find out what is compelling to them. How do they identify with Brush? Determine the answer to these questions by meeting them for morning coffee sessions at the Bakery and Gathering Place, asking them to complete surveys, attending a community meeting where they will be.
   - Listen for clues as to what they like and what they are looking for and begin incorporating that into your work program. It may be your efforts are not focused on things that they will be responsive to. Be willing to adjust your strategies to gain their interest and support.

3. Develop a Downtown Identity
   **Observation:** There isn’t a clear downtown focus and the Chamber/Main Street model will limit capacity for program growth. You can’t sell it if you don’t know what it is! Brush Main Street is uncertain of its own identity. The relationship with the Chamber clouds the response to the question, “Who are you?”
   **Recommendation:** The Main Street Approach to organization rests on the marketability of downtown as a unique asset that is the heart of the community. If downtown is a priority in making Brush a destination, it deserves focused and specific attention from staff and committees to determine what downtown is, and use that to map out where you are going.
   - Focus on your community first. What is downtown and Main Street to the residents of Brush? Build trust, excitement, interest and belief among them. Unite them.
Do not expend energy focusing on visitors yet.

Need for dedicated Main Street staff and one dedicated Main Street committee member per committee. When it is viable, separate the Chamber and Main Street organizations.

Post the Brush Main Street webpage in a prominent place on the website and explain what Main Street is, objectives, and accomplishments for downtown. Make a separate tab, such as “Membership Information” that explains the Main Street program, its benefits to the City and its projects. This should be independent from the marketing of the downtown on the website.

Clarify what membership to Main Street means, why businesses should become members, what the benefits are, and what the goals are of the Main Street program.

When your community begins to change, you can change your identity accordingly.

4. Develop a Clear Message
Observation: Messages (Don’t rush through Brush! And Shop Brush First) are not effectively reaching regional markets audiences and they lack a clear focus to motivate residents.
Recommendation: FOCUS and CLARIFY! The city is small enough that you can have ONE message that represents downtown and the community.

The message statement should:
- Highlight features that have been identified as primary motivators for your target markets.
- Have no more than 5 to 7 clear, descriptive words.
- Be accurate and concise.
- Create accurate perceptions. It should NOT exploit a message you cannot deliver e.g. encourage them to shop Brush, with a clear understanding of what is available. It SHOULD take a positive, even aggressive, position and highlight your strengths.
- NOT try to be all things to all people.
- Convey a sense of excitement, energy, vibrancy.

Some things to consider:
- Serving the community, first and foremost
- Independent, locally owned
- History
- Personal service
- Residents
- Character
- Gathering place
- Uniting

Recommendation: Development of collateral materials for Brush Main Street, including a summary of the organization’s annual program of work, an annual report (or list of accomplishments, at minimum), and updated informational materials about the organization. Each of these items should be produced in print and incorporated into the organization’s website. In order to accomplish this, the below steps are recommended:

5. Get the Message Out!
Observation: Right now, it is unclear what you are promoting and how you want people to respond. It is clear change is coming for downtown, and Brush Main Street is at the heart of it. For many people in the community, progress in downtown Brush will be believed only when construction starts, but Brush Main Street has the opportunity to use this progress to promote a vital downtown Brush today.

Recommendation: The message you choose MUST be applied to the business sector if the effort is to succeed. People can’t act on what they don’t know. The stereotype won’t change until people are told differently.

- Use your downtown businesses to successfully cross-promote! Use your retailers/service providers and focus on the most commonly visited places. Develop and organize cooperative marketing strategies and partnerships. Use events to build these relationships.
- Use this message in EVERYTHING you do! It should influence how you select events, how you plan programming, how you prioritize investments, how you communicate, how you recruit businesses and interact with the community.

**Messaging and Identity recommendations will be listed in the Organization Recommendation Activity Matrix**
Organization

This section of the report addresses the four primary sub-categories of the Organization point of the Main Street Four-Point Approach™, including developing collaboration, volunteer recruitment and management, fund-raising for the organization, and developing operational strategies. Communications, Identity, Messaging and Outreach will be addressed in the Messaging & Identity and Promotions Sections.

Observations

Since 2001, Brush Main Street has established a solid organizational foundation with which to operate a revitalization program locally and implement Main Street’s other three points of Promotion, Design, and Economic Restructuring. In the context of Organization, Brush Main Street has accomplished many milestones, including the following:

- Hired a dedicated, knowledgeable, visible, and passionate executive director (Ron Prasers)
- Established active committees and completed projects in each of Main Street’s Four Points
- Recruited a broad base of energetic and committed board members from throughout the community
- Built and maintained good relations with and support from both city and county governments
- Secured funding to purchase and rehabilitate a historic building for office space
- Strong City support (council and staff)
- Strong partnerships between City, Chamber, Main Street and private sector
- Accessible downtown (highways)
- Realistic understanding that downtown cannot be everything
- Good Assets... churches, museum, library, fairgrounds hospital, etc.
- Maintained good visibility throughout the downtown and community through personal visits by the executive director and media coverage
- Development of written governing bylaws
- Achievement of non-profit charitable (501c3) tax status with the U.S. Internal Revenue Service
- Developed a successful annual planning process to identify committees’ annual priorities and projects
- Established an operational budget, including a dedicated base of contributing members

The following issues were identified by the resource team as areas to work on. While the issues may appear daunting, they are normal “growing pains” of a developing downtown management organization. Brush Main Street is now experiencing healthy transition from being a younger organization to becoming an organization that more actively shapes and guides revitalization and redevelopment of the downtown district. Brush Main Street and the Chamber have built an organizational foundation together, but as the program becomes more sophisticated the need for individual identity, funds, and activities will become more imperative. While transition alone can be challenging, Brush Main Street has a great opportunity to lead the way for downtown businesses, property owners, and residents through the planned streetscape process. There is little doubt that Brush Main Street/Chamber is a highly respected and visible organization, as Main Street develops its own identity, it will become even more adept and successful at maintaining and shaping the unique, high-quality downtown of Brush.

Recommendations

These recommendations are designed to propel Brush Main Street to the next level organizationally and to strengthen and sustain the organization. Recommendations are divided into four primary areas: Collaboration, volunteer development, fund-raising, and operations. Within each of these categories, recommendations are listed in order of priority.

1. INCREASE COLLABORATION WITH KEY STAKEHOLDERS

Observation: There are many entities and individuals in Brush and in the region that are not involved in downtown.

Recommendation: Increase outreach to organiza-
This section of the report addresses the four primary sub-categories of the Organization point of the Main Street Four-Point Approach™, including public relations and outreach about Brush!, volunteer development, fund-raising for the organization, and general operations of the organization.
well as individual board member or committee member roles and responsibilities.

- Continue to utilize the base of “on-call,” project-oriented volunteers currently working with Main Street. Create a database including individuals who have said they would like to help but don’t want to serve on a committee. The inventory should include name, contact information, and their volunteer preferences or dislikes, including specific projects and Main Street’s Four Points. Recruit a volunteer knowledgeable in database development and management to assist with the creation and upkeep of the database.

3. DIVERSIFY FUNDING

Observation: While financial support from the city and constituency is strong, it is limited. By broadening the pool of funding sources, the organization will increase sustainability and reduce reliance on any one source.

Recommendation: Expand Brush Main Street’s donor base. Businesses, industries, institutions, and residents represent a significant source of potential revenue for the organization. Develop a list of potential donors and their contribution/membership level. Develop an informational piece tailored to them, describing Brush Main Street contributions to the community and reasons that those non-downtown entities should become donors/members. Begin the Brush Main Street contribution campaign by sending them a cover letter with the material, and then following up with an in-person request for monetary investment.

- Identify stakeholders that are not being tapped. Review downtown as a product and assess who is benefitting or could benefit from that product. Downtown residents receive a clear benefit from increased property values and activities that are walkable. Institutions marketing Brush for its quality of life or services (Eben Ezer, Pawnee Coal, etc.) also have an easier sell as downtown becomes more of a destination for locals. The East Morgan County hospital faces competition and has an easier time attracting staff if Brush downtown is a community center. Assess everyone who might benefit, create materials explaining how they benefit, and approach them for membership, sponsorship, and partnership.

- Develop contract services with the City, Eben Ezer, and other entities who utilize services downtown. The City of Brush is currently preparing for a streetscape project along with other longer-term projects. Downtown Brush and the Main Street program should be the focal point of the initial improvements. Brush Main Street should take the lead in assessing impacts and areas for collaboration with the city. It may be possible to work with the city to utilize park maintenance funding for downtown landscaping.

- Identify Long-Term Funding Possibilities. In an effort to increase and develop sustainable funding for Brush Main Street and expand the organization’s scope of work, Brush Main Street has expressed interest in the creation of a development and improvement district (DID). This may include a Business Improvement District, a Downtown Development Authority, or an Urban Renewal Authority. Brush Main Street can utilize Downtown Colorado, Inc. services to hold an educational panel discussion before moving forward.

- Identify event funds dedicated to downtown and Main Street.

4. CLARIFY OPERATIONS

Observation: Brush Main Street has done an admirable job of project development and management. However, if the organization is to grow to become proactive in downtown management and to focus more on the local constituency’s demand, the organization will need to undertake a market analysis and strategic plan to identify the major areas of focus and priority for the downtown during the next three to five years. While Brush’s Main Street Resource Team visit can provide an initial springboard into a strategic planning process by identifying suggested next steps and priorities, a more comprehensive planning process should be instigated by the organization.

Recommendation: Establish essential staff management procedures, including an up-to-date executive director job description, an annual written staff performance plan, and an annual staff performance review process. These tools and procedures not only provide good staff management practices, but they also help to ensure that the employer-employee relationship and expectations are well-documented, prudently protecting both the organization and its staff.

- Create an up-to-date written job description for the executive director; use the attached draft job
description as a starting point, but be sure to modify the list of duties to reflect Main Street Brush’ circumstances.

• Establish an annual staff evaluation process. Because the organization does not have a written job description or annual performance plan in place, there is very little basis for a review of staff’s past performance, and the review can only be highly subjective at this time. Nonetheless, we recommend that the executive committee of the board conduct a performance evaluation for the executive director in January 2009. The review can be based on the general and broadly understood responsibilities of the executive director’s position, which may include project/event management, donor/member relations, support to the board of directors, support to the committees, and public relations/outreach; the committee may wish to add additional categories.

• Develop a leadership succession plan. Identify key leadership positions - including staff and volunteers. Identify the likely impact of that transition on the organization, as well as likely replacements for those individuals. Where feasible, establish co-chair positions, chair- or president-elect positions, etc., to provide “on-the-job” training that enables a smoother transition. Use the attached Leadership Succession Form to develop the succession plan.

• Establish a written agreement to be signed by all board members that defines directors’ responsibilities and commitments to the organization. This “contract” does not have to be elaborate, but should clearly define what is expected of directors, and should be signed by each individual director.

• Undertake a strategic planning process to define the organization’s strategic priorities and major areas of work for a three- to five-year period. The strategic planning process should include input from downtown stakeholders, organizational partners, major funders, and Brush Main Street staff and volunteers. The ideal planning process will take 3 to 6 months and would review accomplishments; downtown and organizational strengths, weaknesses, opportunities, and threats; stakeholder’s preference for activities, and priority areas of work for the organization. The resulting strategic plan can then be used to guide Brush Main Street’s activities and operations the near future. We strongly recommend that the organization engage a professional planning facilitator to design and support Brush Main Street’s planning process in order to create an effective and efficient process.

• Explore ways to expand staff for the organization. In the longer term, we support the idea of dedicated Brush Main Street staff. This may be accomplished by adding a promotion/events coordinator. By taking these time-consuming duties from the executive director, he will be able to focus on community wide activities, such as streetscape, real estate, and business development. In the shorter term, consider recruiting a regular office support volunteer or high school/college intern to lend support. The Executive Director Ron can continue to oversee all activities while Downtown Coordinator focuses exclusively on Main Street. Paid staff is preferable if the budget can support it, but regular volunteers and interns can be equally productive and reliable.

** Please review recommendations in the Action Matrix section of the Appendices
Promotion

Promotion is one of the four key points in building a vital downtown. According to the National Trust Main Street Center, promotion sells a positive image of the commercial district and encourages consumers and investors to live, work, shop, play and invest in the Main Street district. By marketing a district’s unique characteristics to residents, investors, business owners, and visitors, an effective promotional strategy forges a positive image 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.

Marketing

Observation: Marketing is not clearly directed to target audiences. Promotions can be broken down into marketing and special events. For either of these to work, you have to have a clear understanding of your primary market. If you try to talk to too many people the funds get stretched so thin for communicating your message plus the message gets muddled as it’s difficult to impact multiple target groups at one time.

Recommendation: Focus on your primary target group. Make sure their loyalty has been secured before moving onto the next.

Primary Market—Brush: The primary market should be people living in your city limits. No Main Street program can be successful if first and foremost their town does not see them as a vital part of what makes their community special and gives them their support. They need to see downtown as the heart of the community.

Secondary market—Region: The members just outside Brush that consider themselves part of your community. Maybe their children attend or attended Brush schools or maybe they themselves did. Maybe their address is Brush. The communities around you also comprise your region—Akron, Snyder, Hillrose. This is the growth market; they are the icing on the cake.

Third—Tourism: The tourist market is a very distant third on your list of targets. Tourists may utilize your downtown but they are not a market you need to spend time and money soliciting. You are getting them already by virtue of your location, the RV park and events that have outside appeal. There is no reason for you to spend energies on that market right now.

Identify the demographic groups within your primary market.
• Families
• Seniors
• Hispanics
• Youth

Observation: Shop Brush First campaign needs to transition.

Recommendation: Develop a “Why Buy Brush” campaign.

With the closing of a couple of key retail establishments, there are many items your citizens can no longer buy in Brush, so just a buy Brush campaign will no longer resonate with them. You need to get them to understand that when there is a choice, it is important that they choose Brush. For example: Don’t buy that quart of oil down the highway when you can visit your local automotive store.

You are fortunate, your city sales tax dollars provide some very tangible community items—police being one. You also just passed a sales tax initiative for streets (and hopefully another time for recreation). These initiatives go nowhere if people aren’t buying Brush.

You are also fortunate that you have some inexpensive vehicles for relaying your message. Use them all:
• Posters & flyers in local businesses
• Bag stuffers
• City newsletter and door hangers

Be sure to remember a large segment of your primary market and prepare materials in Spanish as well.

Recommendation: Be prepared to take advantage of the excitement your streetscape construction can generate with promotions and communication.

Having excellent communication between all interested parties and the contractor will be key.
What Is Promotion as it Relates to the Four-Point Approach™?

Promotion means selling the image and promise of the downtown business district to all prospects. By marketing the district’s unique characteristics to shoppers, investors, new businesses and visitors, an effective promotion strategy forges a positive image through advertising, retail promotional activity, special events and marketing campaigns carried out by local volunteers.

to a successful launch and process. Hire a construction liaison to assist in taking advantage of different phases of the construction.

Heavily market the message that downtown Brush is still open for business. Utilize the novelty of alley entrances and make coming downtown to see the progress an experience. Be very aware of the importance of way-finding signage. Make sure that everyone knows that businesses are still open and there are still places to park and alternate routes to the businesses.

Events

Observation: There isn’t a strategic events plan.

A wide variety of events give people a reason to come downtown. Events are particularly important when the retail mix is not yet compelling to draw people on its own. Downtowns need both daytime and evening vitality, special events help provide this. You have a full and rewarding event calendar but make sure that these events work for your downtown and speak to your target market. An events calendar should be well thought out and very strategic. Your events should work in four key areas.

• Community—The residents of Brush should see downtown Brush as the heart and soul of your community. Multi-week events are great for making coming downtown a habit. Events around key holidays also sell the idea of downtown as the pinnacle of the community. People need to feel that if something is happening in Brush, it must be happening downtown.

• Fundraising—You have two events that make money for the chamber, which is great. You might identify a segment of those or a new event that would benefit just Main Street.

• Traffic Building—You need to get people downtown onto your sidewalks. Once you get them onto the sidewalk, work with the businesses on how they can get them into their establishments.

• Retail/Restaurant—You don’t have a lot of restaurant and retail downtown right now but you can still work on some cross-promotions. Pair up a few of your key businesses such as dinner and movie or used duds & do-dads. This part of your mix will become more important as you attract additional businesses downtown.

The above areas of are just ones that have been identified for you. You may find that you need to add additional ones as your downtown and organization grow.

An event matrix like the one below is a valuable tool when working to identifying the strengths and weaknesses in your event mix. It can also help you identify areas of opportunity. The bold X means a possible area of growth for that event.

Some examples:

Rodeo—Fundraising: find a sponsor for the parade, charge a small fee for the breakfast, host the carnival. Traffic building: Close Clayton and put the carnival in the street.

International music festival—Community: hold it downtown. Fundraising: have the small entrance fee benefit Main Street. Traffic/Building: the event brings people downtown. Retail/restaurant: have businesses and restaurants offer specials and discounts. County Fair—Retail: host an annual sidewalk sale during the event.

Sample Event Matrix Included in Appendices

In working with a strategic matrix evaluate your event calendar on an annual bases allowing for you to alter events to make them a better fit as well as getting rid of events that don’t fit at all.

You can also plug a column into your event matrix which tracks the demographic groups served by that event. This is a good way to make sure that you are focusing on your target markets.

Observation: There is a need for more events downtown and for more events to make money specifically for Main Street.

Recommendation: There are opportunities to add new events and promotions to your calendar. Just make sure they fit into your strategic picture.
Some ideas:
- Downtown Halloween Trick or Treating
- A Holiday Bazaar for artisans, jewelers and bakers held in a vacant space downtown could give citizens reason to come downtown for holiday shopping. They get creative gifts while supporting downtown and their citizen entrepreneurs. This event could also translate into a Summer Bazaar to bring people downtown on weekends.
- “Dig the Beat”** Summer evening Concert Series. Multi-week events help to make coming downtown a habit. An evening concert series could also provide the evening vitality your downtown currently lacks.
- A movie theater downtown is a tremendous asset that should be utilized to its fullest potential. Plan events at the Sands such as movie festivals, community theater, etc.
- A “Paint Brush” window-painting contest could help bring life into downtown by utilizing the vacant windows and storefronts. These windows can also be used as additional display windows for downtown businesses or for community groups.

Promotions can be added that don’t impact your event calendar but should still be evaluated based on your event matrix.
- Promotions encouraging folks to come downtown before and after sporting events
- Promotions encouraging people to “head to the other side of the tracks” from fairgrounds

Promotions Time Line
Next Month: One of your key challenges is going to be keeping the businesses currently open viable until the start of the streetscape project. As service businesses are a successful part of your downtown right now, see if you can engage them in some cross-promotions or gifting. For example: if they offer a gift for referrals or give gifts to clients at the holidays, ask them to consider giving a gift to a downtown retail or restaurant—two movie tickets, coffee and a donut, etc.

You need to give folks an additional reason to shop downtown this holiday season. The Holiday Bazaar mentioned above could fit this need.

You are giving people additional reasons to come downtown. You need to make sure they have a positive experience once they get there, so now is the time to “Scrub Brush”** and get rid of the sand bags and clean your sidewalks. This is also the time to do something with the vacant windows using one of the ideas above or one of your own.

Set up a meeting to evaluate your event and promotions calendar to evaluate:
- what is working for you and what is not
- are their holes in your matrix that need to be filled
- brainstorm how to fill those holes given your current resources like volunteers and money

Next Six Months: Work with Brush High School on the afore-mentioned idea of bringing people into town before and after sporting events.

Cross promotions will also be very important during this time. Pair up a few of your key businesses such as dinner and movie or used duds & do-dads. This part of your mix will become more important as you attract additional businesses downtown.

This is also a key time to implement your “other side of the tracks” promotions.

Fundraising is going to be a key to getting many of your programs off the ground. Now is the time to start courting sponsors for the 4th of July parade and the summer concert series.

Next Year: Take advantage of every stage of the streetscape project from revealing the design to the start of the jackhammers to build excitement.

Work on additional easy community events downtown like trick or treating and activities at the Sands.

**There are many opportunities for you to be creative using your school mascot the Beet Diggers. Other thoughts on a concert series title: We’ve Got the Beat, Brush Beats, The Beat Goes On. Keep your unique name and mascot in mind when promoting your downtown. It is a wonderful attribute that should be capitalized on.
Economic Restructuring

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

Observation: Downtown Brush has difficulty identifying its place in the larger community.

Brush has spent a great deal of time looking at ways to market themselves to outside interests, though they have not spent as much time looking at ways to serve the immediate community, in particular the people that live within walking distance of the commercial business district. It becomes harder for Brush to market itself outside of its borders when it cannot turn to those that live there to be some of its most vocal and avid supporters.

Recommendation: Complete new market analysis for downtown.

One thing that the Main Street organization can do is invest in conducting a new market analysis for the downtown area. The Chamber/Main Street most recently completed one five years ago and a new one needs to be completed so that business owners and Main Street members can have accurate data available when taking a look at where the downtown area wants to go. This analysis may be done in conjunction with one that looks at the entire city, but if that is done, it must contain a component that focuses solely on the current status of downtown Brush.

The market analysis should specifically look at the leakage or loss of potential business to outside sources. This would help the Main Street organization look at the types of businesses that would best be served by being located in the city’s commercial district and the types of businesses that the immediate community would be willing to support. This may even involve seeing if certain businesses may be interested in moving from their present locations outside of the central business district into downtown or investigating whether business owners in other cities would be willing to open a second location or try out a new concept downtown.

Recommendation: Complete building survey of all of downtown Brush.

It would be helpful to focus on completing the building inventory for the Main Street focus area while expanding the boundaries of the area to include all of the downtown. The current boundaries could be looked at as a phase I project area, while always looking at the city’s downtown for opportunities. The completion of the building inventory will help you determine what your occupancy rate is for downtown, help determine if it is possible to look at moving certain business types closer together and greatly assist in terms of marketing the downtown to potential new businesses and/or property owners.

Recommendation: Investigate existing opportunities for Main Street Brush to serve as a non-profit developer.

Brush Main Street might want to look at the building inventory results to determine if any of the vacant properties would be great candidates for another rehabilitation/renovation project. The renovation of the space that will be used for the Chamber/Main Street offices not only serves as a great demonstration of what can be accomplished but it also provides a great example of what is possible if the organization were to serve as a developer for the community. This would jump start efforts in down-
town Brush, providing property owners with a blueprint from which they could renovate and market their properties while providing a revenue stream for Brush Main Street in the process.

**Recommendation: Conduct a niche study component of the market analysis.**
Completing a niche study for downtown Brush will allow Brush Main Street to determine the types of stores that are currently serving as the primary traffic drivers for the downtown area. This will be a great jumping off point to determine if there is a need for additional businesses that are similar to or that will complement them.

The niche study, in conjunction with a leakage study, would enable Brush Main Street to develop a cluster map for the target district and all of downtown, assisting the organization in determining where complementary businesses need to be located and providing data that would help recruit new businesses into the district.

**Observation: Current ER committee does not represent all interested parties in downtown Brush.**
The Economic Restructuring committee includes many of the area’s economic development professionals and has made strides to work for the entire region, assembling additional task forces and doing additional work to assist with determining its needs. While there have been several efforts to focus on the downtown area by the committee, there is a need for the committee to truly be representative of the downtown area. Efforts should be made to place more downtown business and property owners on the committee. It would also be beneficial to reach out to residents - both living nearby downtown or regular customers that work outside of the community. One last suggestion would be to include area children, particularly high school age children, to become involved, perhaps as a part of a class, so they not only understand the issues facing the community but also allow the adult members the chance to hear a different perspective on ideas for the future of the downtown area. This becomes especially important as more and more businesses begin to turn to this demographic with disposable income to frequent the business district.

**Recommendation: Expand committee membership to include partnership organizations**
The economic restructuring committee would benefit from inviting area organizations that Brush Main Street would like to strengthen relationships with to have representation on the committee. Their presence on the committee could lead to implementation of several ideas taking advantage of the expanded toolkit of resources. It would assist the organization committee’s efforts to nurture partnerships with these organizations by identifying specific tasks for them to carry out.

**Suggestions include:**
- Internship/mentorship program for students at Morgan Community College and area high school students
- Mentoring program with residents at Eben Ezer - many of the residents at the facility are sure to have corporate or small business experiences that would be quite useful for those MCC and area high school students.
- Business incubator - an excellent potential teaching tool for both area high school and college students, it would allow for them to test out new types of businesses that either they or Brush Main Street think would be successful in the downtown area. It may also provide a laboratory for existing businesses to explore whether or not they want to move into the downtown area or try out a new retail concept.

**Observation: There is a need to identify non-conventional “anchors” for downtown Brush.**
Many downtowns used to have clearly defined anchor stores - normally department stores or “5 & 10s” serving as reasons for residents to visit the area. As many of these types of businesses have moved out near highways and away from the
downtown areas of most small cities, there is a need for these communities to look at and recognize just what serves as the magnet for the community at this time. While focus groups during the resource team visit recognized that the anchors that once drew traffic into downtown are gone and people appear to believe that a retail anchor is what was needed to reestablish traffic in the downtown area.

**Recommendation:** Form task forces to look at the best use large transformational sites throughout the city.

The resource team (with assistance from Colorado Brownfields Foundation) identified five (5) properties that have the potential to serve as new anchors in for Brush, providing a new group of customers for the central business district and potentially allowing the city to build on one of its existing strengths. The entire community should have a say in how these sites would best benefit downtown in particular and the community at large.

Creating a task force would allow for all of the possible uses of the sites to be put into play with an open discussion about the benefits and long term effects of the uses on both the property and the city. It would be beneficial to find ways to include children in the surrounding community and your partner organizations in this process as those groups will be the ones that will most feel the impact of any decision made regarding those properties.

**Recommendation:** Determine how to assist businesses that will benefit from an expanded focus on sporting events.

Discussions during the resource team visit pointed to Brush beginning to focus on their importance as a venue for high school sporting events. Plans included passing a local ordinance in the November election that would fund new facilities near the fields. This provides an opportunity for the community to build on, especially as it pertains to the accessibility to area restaurants and hotel accommodations.

If efforts to expand the city’s prominence in hosting athletic events continue to move forward, regardless of the results of the November election, the economic restructuring committee will want to look at providing workshops with a focus on customer service and hospitality. Several new businesses will seek to take advantage of the new niche that is developing and you want to make sure that you provide every opportunity and resource available for existing businesses to compete on the same level as those beginning to enter the market.

**Recommendation:** Reach out to area churches as anchors

The historic church structures that currently exist in and in close proximity to downtown Brush provide an opportunity that you should take advantage of. Reach out to area congregations to see if they would be interested in becoming more involved in the activities of the downtown business district. Members of these churches may also be willing to relocate their business into the downtown area or consider sponsoring events if they can be convinced of the benefits that they may see as a result of increased traffic in and around their properties.

**Observation:** The flood plain that covers approximately 2/3’s of the city of Brush is detrimental to building new businesses and expanding present businesses. Flood plain requirements make it nearly impossible to meet ADA standards and deal with drainage problems from one property to the next. The Main Street organization studied this problem approximately two years ago and found that about $125,000 per year is spent in Brush for flood plain insurance.

**Recommendation:** The City should engage the Core of Engineers to revisit their evaluation that was done in 1991. It is possible that because of the changes in the railroad trestle that the City may not be in the flood plain anymore. If a project were needed, the federal government usually will fund 75% of the cost.

**Recommendation:** Conduct a survey of expenses incurred due to flooding and flood plain requirements on an annual basis. Having this information sorted by property and for the city as a whole will assist in fostering an educated dialogue about resources available to address flooding and flood plain issues.
Observation: No clear message to businesses interested in relocating to downtown Brush
Brush has been able to do a great job with drawing crowds for events like the annual Rodeo, however there does not seem to be a clear message with regards to inviting businesses to relocate into downtown Brush, nor does it seem that there is an easy way for area businesses to determine information about incentives and opportunities for new or established businesses in Brush.

Recommendation: Utilize vacant and occupied storefronts for marketing opportunities for downtown successes.
The window displays available in currently vacant buildings provide a space to explore and promote the future of the community. Brush already takes advantage of existing buildings' windows during major events like the Rodeo to express a unified message. Vacant storefronts can also be used to demonstrate a unified message for the community, providing opportunities for several different types of messages to be displayed:
• Showcasing successes in the community - using the window displays to show off before and after photos of building renovations or to display photos from recent successes for the Main Street businesses/district.
• Displaying visions for downtown Brush/City of Brush - inviting area school children (individuals or classes) to create images on the windows about what they think may work in downtown Brush. It would encourage families to come downtown and see what their children have envisioned as well as provide them with the chance to see what others were thinking.
The use of the window display space will also encourage more foot and vehicular traffic in downtown Brush, providing potential new businesses to see the long term potential for the district and allowing you to begin to think about long term strategies for the area in terms of controlling pedestrian paths and

Recommendation: Expand the availability of and ease of getting information about incentives
While many of the incentives offered by Brush are available throughout the city, a strong suggestion would be to make a concerted effort to create versions of this information that is specific to your downtown area. They need to discern the significance of opening a business in downtown Brush and need to recognize the importance and benefits of having their business there. Those potential merchants visiting the Main Street organization’s page on the Chamber’s website should be able to easily locate information about all of the incentives available to them if they are interested in moving into the district. Existing businesses should also be able to point to several sources when asked by other businesses or customers about recent successes in the downtown area, including:
• The organization’s website (referring back to the organization section)
• A newsletter (physical or a forwarded email edition)
• Physically at the Chamber/Main Street office
Prospective and existing business and property owners need to be able to access this information or be able to receive it in a reasonable period of time in as many ways as possible.

Recommendation: Clearly identify the role of the ER committee in relation to the other economic development initiatives taking place in the community.
The Economic Restructuring needs for Brush’s downtown can be quite different from the needs of the city overall and the county. While the various committees are important and need to work together, creating and sticking to a clearly defined agenda for the committee will lead to being able to provide more measurable results, including progress reports in committee meeting minutes and tangible goals for yearly work plan objectives.
Design takes advantage of the visual opportunities inherent in downtown by directing attention to all of its physical elements: public and private buildings, storefronts, signs, public spaces, landscaping, merchandising, displays, and promotional materials. Its aim is to stress the importance of design quality in all of these areas, to educate people about design quality and to expedite improvements in the downtown. At the forefront of the design effort is the restoration of historic buildings which helps provide the backdrop for downtown’s sense of place.

Observations:
- Storm drainage in downtown remains a problem but the community appears to have come to some conclusions on how to resolve this for the first time. The crown of the street is excessively high forcing a lot of water to the curb.
- A new streetscape is planned for downtown.
- Historic preservation is perceived as being arduous and overbearing.
- Brush Main Street has executed a beautiful storefront restoration.
- The future of Central School remains unresolved yet good opportunities for its reuse remain on the table.
- There are few gaps in the street wall along downtown’s principal shopping streets which helps provide downtown with potentially a much more favorable street for retailing. (Good retailing depends on contiguous, non stop shopping).

Observations: Streetscape -- Brush is in the throes of serious streetscape redesign. Many of the surface treatments are in need of replacement and the current streetscape is somewhat cluttered, especially with lighting. The proposed streetscape will address a lot of the key urban design elements that need to be corrected. We recommend that the streetscape be simple in nature as Brush’s architecture is simple. The following recommendations are for the community to consider as they move forward with this project.

Recommendations:
1. Make sure to use both a Landscape Architect and Engineer. The current concept is a very preliminary design and there are many details that are better off dealt with by a Landscape Architect and not a civil engineer. The engineering firm selected for this job should make use of a Landscape Architect that works on streetscapes on a very regular basis. Main Street Brush’s Design Committee should have a representative active in selection of consultant through the interview process as well as in directing the selected firm. Ensure design priorities are built.

2. Hold community meetings for input (after engineering firm has been hired). Downtown businesses and property owners are a must for these meetings.
Hold these:
• Before construction starts
• During construction
• After construction

3. Make sure a community celebration party is held when construction is completed.

4. Make sure the contractor places an expansion joint between the base of the storefront and the new sidewalk. This is often omitted and ultimately this causes damage to lower storefront materials and ultimately failure.

5. Photograph the base of all buildings prior to the streetscape’s demolition and after final construction. This will allow some basis for legitimate claims to be made of the contractor if damage is done.

6. Make sure all material is sawn and lifted out of the ground and not pulverized with a heavily weighted demolition ball. The use of a weight slamming into the ground will cause irreparable damage to the buildings’ foundations and structure. Pneumatic jack hammers on backhoes can do as much damage. The use of small jack hammers should be used sparingly.

7. Make sure that there’s a Construction Liaison position built into the construction contract. This person should be hired by the city on temporary basis to:
   a. Coordinate for businesses
   b. Check and approves signage
   c. Act as a “Go Between” person that interfaces with the businesses and the contractor.
   d. This person should have a lot of authority over the contractor to make sure that the businesses best interests are upheld.
   e. Access to business needs to be maintained at all times. Consider the use of back alley access during construction.

8. Consider night time construction so that businesses are minimally disrupted. Work around the theater will have to be carefully planned for during this time.

9. Change traffic light at Highway 34 and Clayton to allow for a left turn for westbound traffic onto Clayton. These discussion need to occur prior to the streetscape’s engineering to take into consideration any changes.

10. Street Light Style: Suggest going with something slightly retro. A “Washington Twin” or single acorn isn’t a bad choice. Use a clear acrylic globe. These can be built with a top shield (for dark skies) and the clear acrylic won’t yellow. Contact Union Metal to see if they were your original supplier (Design Firm should do this but you could call as well).

11. Streetscape design issues
   • Consider widening the sidewalks some and possibly narrowing Clayton some. Right now the sidewalks are marginally wide enough for street trees and the street has some extra width. Wider sidewalks will also allow for sidewalk café seating.
   • Consider using benches for the seating option. It’s probably the easiest and most practical to purchase these as opposed to making seat walls along planters.
   • Carefully consider the use of planters. These take a lot of upkeep and above ground planters in Colorado will tend to freeze out the plant material requiring them to be planted seasonally.
   • Allow some space for bike racks to be integrated. There should be at least one per block.
   • The crown in the roadway should be lowered and it appears that this can be done and still promote good water flow towards the drain inlets. Right now the crown is too steep making it dangerous to traverse during inclement weather. Also the steepness of this pitch places the downtown out of compliance with ADA.
   • Consider planning for transit stops at a couple of locations along Clayton (these might be used for private shuttles or special event buses).

12. Consider using “countdown” style crosswalk signals. Work with CDOT to have these installed at intersections along Highway 34 as needed, in particular at Clayton Street. These signals typically show a white pedestrian silhouette at the beginning of the cycle to signify that it’s all
right for the pedestrian to cross. At some point in
the light’s cycle it begins to flash amber with how
many seconds are left for the pedestrian to cross
thus allowing slower moving pedestrians the oppor-
tunity to judge if they can make it safely across in
the remaining time.

13. Contact Utilities to see who has what services
in this area of construction (should be done by the
Engineering Firm). Having the utilities companies
conduct upgrades and replacements during con-
struction could represent a cost savings and it will
possibly avoid tearing up the streetscape at a later
date.

14. Determine subterranean conditions (Engineering
Firm should do this)
   a. Basement
   b. Delivery shoots
   c. Tunnels
   d. Utilities
   e. Drainage/Sewer

15. Identify user groups’ needs of the streetscape
to allow for planning better utility hook ups. For
example, a utility trough could be built along
the curb line to make power and water hook ups
simpler and safer. Do any of these groups need a
public address system?

16. Trees should be used sparingly. The following
are some thoughts regarding the introduction of
more street trees in the heart of the downtown.
• It costs approximately 2-3 times as much to pro-
erly maintain a tree used in an urban streetscape
as it does to plant it.
• Trees can hide a lot of downtown’s architecture
as they mature. About 50% of Brush’s buildings are
single story. Any street trees should be pruned up
as soon as possible to raise the bottom limbs above
the cornices and signs of these buildings.
• Make sure to limit trees in future plans, perhaps
at corners only. The main priority for street trees
at the main intersection of Clayton and Highway
34 and on the north side of the railroad tracks on
Clayton Street. These will help identify the center
of the community and they’ll give the southern
end of Clayton Street a more human scale. Stay
away from small ornamental trees. Trees should
be a larger canopy tree so you can “limb them up”
as they mature so that store fronts are easily
viewed.
• Consider the use of sleeves for irrigation.
Street trees in this part of Colorado should
have these to help get them started.

17. Maintenance of the streetscape needs to
be considered before any new plantings are
done. The cost of maintaining a tree or bush
is roughly two to three times the cost of the
plant. Pruning, feeding and watering needs
to be done on a regular basis and by a profes-
sional. A business improvement district is a
great way of paying for these services.

18. Make sure to select materials that are
easy to maintain. Avoid any faux materials
that replicate materials like stamped con-
crete. Use only real brick and don’t tint the
concrete. In all likelihood it will be two guys
and wheel barrel tearing up the sidewalk to
do maintenance so it needs to go back in a
cost effective and simple manner.

19. Consideration of Holiday Decorations
should be done at this point. What will these
be? Determine how these would be mounted
on the poles and if there are any electrical
power considerations.

20. Consider the development of a civic plaza
or gathering area (this could possibly be
the old Jaycee Park across from the Central
School). This space could be used for:
• Informal bazaars
• Farmers market
• Craft fairs
Store Front Improvements
Observation: Quality of storefront restorations
and materials
Main Street programs encourage reuse of buildings and simple design improvements to highlight the buildings original design when possible. The future of downtown Brush's identity hinges on appropriate lower storefront rehabilitation. Downtown's architecture is relatively simple which is characteristic of small Colorado communities. This is an asset because it means that design issues are not unlike that of many of other Main Street communities and that restoration shouldn’t be all that costly. The challenge here is to develop this architectural resource so that is not disingenuous to the community’s history and the building’s design. Previous revitalization efforts in Brush focused on facing over downtown’s original architecture with false “Western” style storefronts. This is a significant point because downtown Brush is slowly but steadily being improved.

**Recommendation:** The design committee needs to look at each building individually, identify the original elements of the architecture, and begin work on building improvements based on these elements. Brush’s demographic or customer base are bring forth a design palette that is simple in nature. Buildings that house businesses that sell to the existing customer base don’t really warrant a more intensive restoration or rehabilitation. As a typical rule of thumb, most business need about $20 in additional sales for every dollar in additional rent or mortgage payments. At the same time the use of stucco, Drivet and vinyl siding should not be used to cover up original materials in order to just make rehabilitations/restorations affordable. Brush’s current architectural supply has many opportunities for improvements that are financially feasible. Removing false facades, paint, awnings, and signage could go a long way towards visual enhancement of the district.

**Observation: Building Maintenance**

There are a lot of inappropriate approaches being taken to building maintenance. The following are some ways to improve awareness and quality of maintenance.

**Recommendations:**

1. Have the State’s Main Street Architect visit as soon as possible to walk the design committee through downtown’s building maintenance issues. In particular he should discuss tuck pointing (putting the right mixture of mortar back between the masonry units) how to clean masonry, appropriate window replacement and lower storefront proportions with the committee.

One of the keys to marketing and promoting a commercial district is to have a readily identifiable and unique image. Many of the buildings can start to project a much better image by simply removing years of applied layers and re-exposing the original fabric. The state architect can point out many of the layers that could possibly be peeled away to reveal more of downtown’s original identity. Some of the first projects appear to be rather easy to implement thus making them affordable. (Insert photos from resource team presentation of corner building with western awning removed)

2. Try to find qualified contractors that work on
older historic buildings on a regular basis. The reality is that a lot of design decisions, which aren’t always good ones, happen by contractors while on site. Having a good contractor can make these maintenance details into noticeable, positive differences.

Trying to find these skills in a smaller community is difficult. Typically you can find the required skills by networking with other Colorado Main Street Communities that have done these projects. The most important thing to do in selecting a contractor is to ask for references and go look at their oldest work because this is where they were learning their trade and if there are problems they will have had time to appear.

3. Build awareness of the district’s architectural strengths and opportunities by holding workshops for property owners and contractors outlining programs of assistance and incorporating guest lectures on restoration topics. Topics could include proper painting guidelines, developing a graphic image for your business, improving merchandising, etc. Make sure to feature as many “before and after” images and testimonials of successful projects as these really help sell the need to make improvements.

A good resource to use for store front restoration guidelines is Main Street’s Building File. This has numerous tip sheets that cover a wide variety of topics such as proper placement of signs and awnings, basic maintenance tips, correct installation of new doors and windows and approaches to storefront rehabilitation or restoration. Each sheet can easily be copied and left with contractors and property owners as a follow up on renovation discussions.

Another way to do this is to fund the scholarship of a contractor to get advanced training in a trade at one of the better preservation technology schools in the United States. This isn’t inexpensive but what it might do is start to develop a mini industry of preservation trades for the community which ultimately transcends both the commercial and residential sectors.

Observation: Facade Grants
Some of the facade work has been a bit disjointed and it sends the wrong message to others that want to do work on their buildings. The Main Street office needs to be the standard. Future projects will need to be more affordable and finished faster which will be the case now that you’ve done it.

Recommendation: Rework the facade grants to require the use of a qualified design professional to sketch a slate of suggested improvements. When the community is granting $2,500 towards facade restorations it has the right to expect design that is genuine, quality and enduring. Tie the use of these funds to implementing the design sketched by the professionals. (Colors and awning fabrics should be exempted and make an allocation for phased projects.)

Observation: Facade Improvements -- Downtown Brush has a lot of simple projects that are fairly cost effective to implement and these will make a big difference in the appearance of downtown.

Recommendation: Start with “low hanging fruit” projects. These are ones that are highly visible, easy to implement, don’t cost a lot and aren’t controversial. One of the easiest ways to do this is to remove some of the slip covers or panel removal. (Insert Photos done during R-Team for the Game Box) The old bar owned by Pastor Mike might be a possible pilot project. Remove boards to explore conditions to determine how the strips were applied and to what extent the masonry might be damaged. If the bricks are only slightly damaged then these can sometimes be taken out of the wall and turned around by a skilled mason. Make sure to match the color, consistency, hardness and profile of the original mortar lines. Otherwise repairs can look out of place and if the mortar is too hard it will eventually cause the face of the brick to spawl.

Observation: Window Restoration and Replacement -- There are several areas in downtown where windows need to be reworked. With the cost of energy increasing many people are stripping out old windows. In reality many of these windows are fine with a simple weather stripping project.
**Recommendation:** Consider a window workshop to help property owners understand how to deal with these issues. Typically most people want to rip out the old windows (second story windows) and replace them with new ones. Going from a historic window to a double insulated, low-E is only going from R-1 to R-3 meaning that this is not a value. The payback period for these improvements can take 15 years meaning that it’s not a good return on your investment. R values can easily be increased further by adding storm windows (interior or exterior). Exterior storm windows should be a painted wooden storm to match the building. Aluminum looks too modern given most of downtown’s older buildings. Window sashes can be made much more efficient by simply adding a thin, V shaped insulation strip along the window jamb. Existing display windows can be made more efficient by the use of an aftermarket film such as V-Kool. This film doesn’t darken windows yet it reduces harmful UV and it eliminates much of the light spectrum that makes stores hotter. Dark tints and films make a store appear to be closed and should be avoided at all cost.

**Observation:** Design Guidelines -- Right now downtown is without design standards that ensure the continuance of the building forms that provide downtown with its great sense of place.

**Recommendation:** Retail Overlay District needs to be implemented ASAP. These are not style or color based design guidelines. These are a set of simple design standards to be incorporated into a downtown zoning district that enable retailers to link up with one another and take advantage of walk by traffic. This is important because about 65% of retail sales are impulse sales (department store type merchandise).

Develop a flow chart for design review so that it is apparent how this works and what the submittal requirements are. This is particularly important for the smaller users of the system.

1. **Establish a zero lot setback requirement for all new construction.** It’s suggested that you specify a minimum amount that is to be zero lot line and a maximum amount of frontage that can be recessed. Corner buildings should have a minimum amount of their building at a zero lot setback to make sure that the corners are retained and enhanced. (One of the keys to getting people to cross the street is to have buildings with activity and attractive retail offerings to help give the pedestrians the incentive to cross the street. 2. **Location of primary entrances and primary facades should face the primary shopping streets, Clayton and Highway 34.** Entrances or foyers should directly abut the sidewalk. Buildings may have recessed entrances but the facade should be a zero lot set back on the primary shopping street. Each storefront should have its own entrance that remains unlocked during business hours. Storefronts can be accessed from interior spaces but this is discouraged.

3. **Percentage of glazing for facades facing pri-**
mary shopping streets should be 80% glass between 2 feet and 10 feet in height.

4. Establish minimal transparency factor for first floor glass. This means no tinted glass, smoked glass, mirrored glass or frosted glass. Some communities address this with a minimum light transmission factor.

5. Percentage of front lot line coverage. In the case of buildings that front Highway 34 or Clayton, the entire front lot line should be covered by the first floor store front.

**Observation: Photographic Building Data**

Having a good photographic history of each building throughout its history is essential but much of this background data on buildings hasn’t been gathered yet.

**Recommendation:** Develop a photographic data base of downtown buildings. It will be important to have a collection of images for each building that show changes to that building throughout its life. Images need to depict different eras so that contractors and architects can see what they might encounter on a building. This is a significant time savings. All the images should be digitized and kept in the Main Street office. Organize the files according to addresses and building names. The following are some locations that you might consider:

- Photo solicitation of private photo collections, in particular families that have or had long standing downtown businesses
- E-Bay listing
- State of Colorado Historical Society
- County Assessors files
- Newspaper Archives

**Observation: Committee Skills and Trainings**

The committee has some new members and others that have been on it a while could benefit from some additional training.

**Recommendation:**

The following are some simple ways to provide some build the committee’s skills and training.

- Access Preservation Briefs on the Web. These cover a wide variety of maintenance tips that you will likely encounter. There are over 30 briefs that cover topics such as tuck-pointing, historic signs, cleaning masonry, working with historic windows, etc.
- Attend the upcoming Main Street Design Institute training in late January.
- Consider attending the National Main Streets Conference in Chicago next April.

**Observation: Understanding of Historic Tax Credits**

This source of funding is not well understood yet it could make a difference in several of the buildings in downtown Brush.

**Recommendation:**

Hold a work shop on how to use historic tax credits and access the Colorado Preservation Fund. The Federal Tax Credit entitles buildings that are contributing buildings to a 20% tax credit to offset Federal tax liability for certified restorations. Have a representative from the State Historic Preservation Office do a simple, two hour work shop to simplify the perceived mystery of these credits.

**Observation: Health and Life Safety Ordinances are not being enforced**

**Recommendation:** Enforcement of existing ordinances needs to be considered; in particular broken windows need to have glass put back in them to keep the pigeons out of buildings (Central School in particular). Also storage of materials both outside of buildings and the use of buildings as storage should be examined. This is difficult when you have railroad next to downtown which will likely have industrial zoning.

**Observation: Central School Walls Tuck Pointing**

Several areas along the roof line show the loss of mortar around the bricks.

**Recommendation:** Examine Downspouts in the old Central School. While the team was not able to examine these, we believe that the downspouts are internal to the building and that they may be stopped up causing the water to flow over the roof edge and erode mortar between the bricks. The loss of mortar right now can be replaced and it doesn’t appear to be irreparable damage but this can’t continue much longer.
Appendix A. Brush! Resource Team Agenda

Appendix B. Suggested Action Matrices

Appendix C. Organization Forms