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INTRODUCTION
Community Revitalization Partnership Program

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

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

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

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

EXECUTIVE SUMMARY
The Town of Julesburg contacted DCI and DOLA to conduct a Community Revitalization Partnership (CRP) to look at the downtown, particularly how to create and sustain an economically viable business community which would look at vacant buildings, infrastructure, lighting, streets, sidewalks, curb and gutter.

The request was made to create and sustain an economically viable business community through community identity and marketing plan, building and strengthening support for local businesses, and infrastructure improvements.
The Historic Town of Julesburg is a Statutory Town that is the county seat of Sedgwick County. The town is located on the north side of the South Platte River. The population was 1,467 at the U.S. Census 2000. It is the northernmost town in the state, located less than a mile south of the Nebraska border. This area of the plains lies along the major transcontinental transportation routes that grew famous during the last century. The Overland Stage, Pony Express and the Oregon, Mormon and Bozeman trails were followed later by the transcontinental telegraph and railroads.

Interstate 76 was built in the 1960’s, which completely reversed the dynamics of state highway access to downtown. The bypass, although needed for safety also contributed to the difficulty of getting travelers from the interstate to town.
GENERAL OBSERVATIONS

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

• Hospital/Care facilities
• Grocery store
• Location to transportation systems
• Hippodrome
• Engaged community
• Great schools
• Online school opportunities
• Active non-profits
• Safe
• History
• Great place to raise a family
• Opportunities for youth
• Decreased population/school enrollment
• Limited purchasing opportunities
• Limited employment opportunities
• Failure to capitalize on assets
• Inconsistent marketing/informational outlets
• No connections between employers and employment organizations
• Customer service
• Limited support for local businesses
• Hours of operation for businesses does not meet needs of community
• Closure of Flying J
• Failure to toot the town horn
The first section of this report focuses on Organization, which includes developing collaboration, volunteer recruiting and management, fund-raising for the organization, and developing operational strategies. Organization involves getting everyone working toward the same goal and assembling the appropriate human and financial resources to implement a downtown revitalization program. The three principle components of organization are:

- Public and media relations
- Volunteer development
- Fundraising

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

Notwithstanding this fundamental description of a typical downtown organizational structure, numerous variations exist throughout the country and are driven largely by local circumstances. In some towns, for example, the chamber of commerce is strong enough to add an organizational component designated to focus on the downtown. Consider developing some form of district to dedicate resources and focus on downtown. Regardless of the organizational structure chosen, one overriding factor is demonstrated time and again in communities undertaking a program of downtown revitalization: without first creating and developing a solid organizational component to oversee and manage the process, and despite the best intentions of all concerned, the program rarely accomplishes the desired outcomes and most often fades away before anything has a chance to succeed.

Given these realities, we cannot overemphasize the importance of placing organizational development among the highest priorities of early revitalization activities. Most, if not all, of the recommendations in this report are made within the framework of this understanding.

**Observation:** There is a lack of understanding about the purpose and services of the various business support and economic development groups in town.

**Recommendations:**
- Clarify what each organization does for the community: Clarify the role of the downtown group as more than just an events organizer. This organization should serve as a representative for the businesses to the government, outside community, etc. AND vice-versa. The downtown group should have the potential to be a much stronger and more effective organization, but not if no one understands your role.
- Build awareness of the downtown revitalization initiative. Downtown revitalization is a nationally recognized economic development technique that has demonstrated results in communities all over the United States. Lack of awareness of this program, or lack of involvement limits the effectiveness and impact of the initiative. Start with the partner organizations, then respective membership, then greater community – but get the word out that Julesburg downtown is working together to make something happen.

**Observation:** There is a lack of consistent communication from the town to organizations, members, businesses, and property owners.

**Recommendations:**
- Develop and disseminate information about the online process for accepting comments and feedback: This process will be most effective if the community members who utilize this tool understand the next steps, i.e., what happens to the information after I send it and when will I hear back. Also, use the above-mentioned online communications processes to foster a greater role as the downtown representative to the town, i.e., develop a process for businesses to register issues/comments/compliments for the town.
• Regular reports from/to the business and the town: Continue to build a strong relationship with the town by formalizing communication processes. Include a short report in writing and in person at regular intervals. Plan for monthly merchant meetings (early morning or evening) to share the results of board meetings, town council reporting, event planning, etc. Keep these meetings short and informative, but provide written updates of initiatives in each of the report areas or committee focuses and any community specific topics. Also, post the written report of the meeting on the website, in public places, and send by email to all members and sponsors to increase your interaction with them.

• Ensure that the community and membership feel welcome at the board meetings: Try to stick to the schedule on the agenda and include all of the report areas or committee topics to ensure that you are not getting sidetracked into one or two contentious issues.

ORGANIZATIONAL SPECIAL SECTIONS

The Julesburg Community Revitalization Partnership visit made clear that this community has a great need for some additional information in certain areas that go beyond the sections that Downtown Colorado, Inc. focuses on for these reports. Therefore, we have included special sections for:

• Membership v. Investment
• Board of Directors
• Communications: Identity and Messaging

MEMBERSHIP V. INVESTMENT

Non-profits and other community groups have options for determining how to balance fundraising, community buy-in, and broad-based service provision. The choice depends on the maturity level of the organization, existing level of support, and the fundraising strength of the community. Items to consider in these decisions are as follows:

Membership v. Investment: Membership usually indicates that beneficiaries are required to become a member to access the benefits that the organization or community group is offering. Investment usually indicates that all potential beneficiaries are included regardless of making a voluntary contribution.

To best highlight the assessment that must be conducted by each organization or community group, please review the following example of a business directory that lists only members as opposed to all businesses in town.

Observation: Membership or investor materials for each organization should fully convey what each organization does, the benefits that the organization provides, or the opportunities for greater participation in planning and governance for the district.

Recommendations:

• Create a membership/investment packet (for new and upon renewal) for each organization (or all collectively): Include materials to familiarize members/investors, businesses, and residents with each organization and the products and services available in downtown such as a member directory, brochures, sponsorship information, list of events, organizational missions, objectives, funding, how to become a board member, instructions for adding an item to the board agenda/website/bringing an issue up with the town, commenting on events/activities, etc.

• Create online membership/investor area on website where members can include achievements, new products or events, general news, ideas for collaboration, etc.
Benefits  
**Pros:**
- Concrete and confirmed list of supporters who have contributed financially and receive benefits.
- Regular influx of funds allows for planning.
- Contact list of supporters who have bought in.

**Cons:**
- Potentially excludes those who are unwilling or unable to pay.
- Membership drives must take place regularly to renew and grow membership on an annual basis.

**Observation:** Determine the best organization or combination of organizations to address the needs of businesses and residents with increased understanding of roles and responsibilities, which can be accomplished through improved communications.

**Recommendations:**
- Conduct a community/business survey to establish an idea of needs and services desired.
- Create a communications plan (for current strategic plan) and be sure to include a process for two-way communications.
- Develop a quarterly update (letter) to post on each website, in public places, and to email to community and business representatives. Create summary of talking points from EACH presentation to town council, address issues that beneficiaries have raised, and mention progress on each of the report areas or committee topics.
- Hold an annual meeting with business and supporters (review all benefits and objectives of business support, and also address additional needs that businesses might have. Each year the business support community should discuss the vision, mission, accomplishments, and objectives for the upcoming year.

1. Clarify and expand the services available to members/investors/businesses so that they understand that the different organizations are business and community support organizations, not just for planning events.

**Investment**
- Directory includes all businesses and allows to maximize on critical mass of services or products presented in the directory.
- Builds strong relationships with beneficiaries and potential supporters before asking for money.
- There will be “coat tail riders.”
- Does not create a regular funding stream.
- Doesn’t provide a clear understanding of who is valuing/supporting the work of the organization.

- Create list of sample documents for member use include a press release template, event evaluation and suggestion form, letter of interest in joining the various boards, strategic promotion planning form, etc.
- Training and orientation available upon request or necessity: Include a list of potential services available. Feel free to use the DCI Menu of Technical Assistance from the appendices as these services could be completed free of charge.

**BASICS FOR ORGANIZATIONAL OR COMMUNITY GROUP BOARD OF DIRECTORS**
A variety of organizations appear to be springing up in response to community needs or lack of understanding or agreement with existing organizations. Regardless of the reason an organization is formed, community leaders must work to ensure that each organization is developed or maintained with strong, transparent practices that foster a sense of confidence from beneficiaries and the broader community. The management of an organization will depend on the board of directors and the staff, if applicable. Board members may be recruited or elected, but all non-profit board members should receive training to understand how they might best serve the organization to benefit the broader community. New board members should have an earnest desire to help the organization and the community, but lack of understanding of common and transparent practices can often lead to alienation of potential partners and conflicts within the community. The generally
accepted roles for a non-profit board of directors are as follows:

- **Fundraising:** Fundraising generally comprises the majority of a board member’s activities. Fundraising is often considered the most important responsibility of a board member because it ensures the overall financial health of the organization, builds relationships, and allows the staff to focus on managing proper delivery of services, products and outcomes. However, board members are often reluctant to engage in fundraising because it requires them to put in work, time, and to use/develop connections that will increase support for the organization they serve.

  Board fundraising activities may include phone calls to past or potential donors, volunteering for special events, holding fundraising dinners in their homes, etc. Some forms of fundraising are:

  1. Annual campaigns whether for membership, investor, or friend of the organization;

  2. Special events are a great time for board members to attract additional registration, partners, and look for ways to increase foot traffic to a fun event that also includes a component to raise money for the management of the organization;

  3. Capital campaigns that raise money for a specific project, like a community theater or to finance a facility/office for the organization to be housed;

  4. Identifying means for planned giving. This sometimes means solicitation of community supporters who will contribute to the mission of improving the community. This may take the form of donating an estate or other contribution.

- **Strategic Planning:** The board must determine the mission and direction of the organization in promoting the organizational vision. Though strategic planning is conducted ideally once per year, the planning process is imperative to provide direction, not micromanagement, for the organization’s staff or volunteers. Board members should plan to create/update a strategic plan objective and evaluate the staff’s plan for implementation annually.

- **Oversight of Staff and Programs:** The non-profit board is responsible for general oversight of the organization’s programs, though this generally only comprises ten percent of the total activity. This role primarily focuses on making sure that the finances are in order and that planning for spending is appropriate and well thought out. This also includes an annual review of staff performance based on pre-determined objectives provided to staff in a job description and a plan for annual achievements. All of these items must be in writing and agreed on in advance to ensure transparency and reasonable expectations on both the part of staff and the board. This oversight should not extend to the operations behind the programs because it begins to infringe on the role of the staff.

**Observation:** Board members of all organizations should adopt a clear process for assessing the mission and role of the organization, the board role, the supervision of staff, and succession plans within the organization, or how best to be heard on the board.

**Recommendation:**

- Create formalized processes and instruction for organizational board management. Review a series of articles for board development in the appendices.
1. Board Orientation: Create a board member orientation to foster a better understanding of what each organization does, the organization’s role in the bigger picture, and responsibility of a board member. Provide all of the below listed items as well as simple instructions for adding an items to the agenda, talking points for attracting members/sponsor, a calendar of all events and promotional activities, a list of opportunities to volunteer, and a list of important administrative dates (board meetings, community events, etc.).

   • Develop job descriptions and contracts for each board member. Create more detailed job for officers. Require all board members to review and sign contracts.

   • Track board member contributions including: board meeting attendance, identifying new members or sponsors, volunteering for events, attending educational/training events. At the end of each year, hold a board member appreciation event for all partnering organizations and identify the most active board members.

   • Executive Committee: Create more detailed and stringent requirements for executive committee participation e.g. one year minimum as a board member, willing to attend regular board meetings, executive committee meetings, and at least 2 educational/training events per year. Conduct Mandtory training (onsite training) at one meeting/year. Attendance at a certain number of meetings, events, etc.

   • Succession Planning: Consider having board members for three year terms and executive committee members for two years for consistency. Use a logical progression, so that the Vice President becomes President, and President becomes Past President. This will allow greater consistency in leadership.

2. Board Training: Hold a general training for the board and interested members to understand how the program works. Each committee chair should be a board member. Downtown Colorado, Inc. can conduct this training for the board and can provide sample documents for shaping up and an effective board.

3. Board Agenda: Create certain fixed agenda items that are addressed at every meeting and include the four issue areas of the report or each committee as determined by each board. By including reports on these items, you will better reinforce the comprehensive approach to development in downtown. Ask board members to serve as chairs for each of the organizational committees from their ranks and have that board member present the progress in writing prior to meeting with Q&A at the meeting. Use businesses, community members, and other organization representative to staff committees and develop collaboration.

COMMUNICATIONS: IDENTITY & MESSAGING

Many 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. Knowing the true identity of your downtown and your community, and finding ways to effectively communicate and build on that message with your unique audience is essential to the success of your commercial district. 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.

First and foremost we recommend looking at better communication with all stakeholder groups; property owners, business owners, residents, and
The below recommendations and the action plan should provide a road map to achieving some communication objectives.

Observation: There are numerous volunteers to help support implementation of Julesburg downtown goals and objectives once they are determined.

Recommendations:
• Volunteers are the backbone of a strong community. Town managers or organizational directors come and go, but a volunteer ethic and its committees can and should continue to function. Therefore, managing the time and talent of volunteers is a crucial element of any downtown revitalization program. For that reason, we encourage Julesburg to create and continuously expand a community-wide volunteer database and develop a comprehensive volunteer management program.
  • Track volunteer involvement either through creation of a database, a simple spreadsheet, or an online tracking system. It is important to review which skills volunteers have, what they have worked on in the past, as well as thanking them for their efforts.

Observation: Julesburg must focus on broadening community partnerships and seeking additional sponsorships in order to help support community goals and objectives.

Recommendations:
• Conduct a Stakeholder Analysis (please review this tool in the appendices) in order to clearly identify current and potential stakeholders as well as identify their needs and contributions.
• Engage town and organizational board members in order to forge effective and meaningful partnerships and sponsorships that are mutually beneficial.
• Develop a Julesburg Sponsorship and Volunteer Guide with information on sponsorship levels and benefits, as well as volunteer activities. This will be a valuable tool that should be proliferated throughout the region in order to increase the number of and value of sponsorships.
• Develop a recognition and retention program to ensure ongoing relationships with partners and sponsors.

Observation: The new website is an important marketing and communications tool.

Recommendations:
• Hone website based on statistics and feedback to ensure full utilization of this as a marketing and communications tool. Utilize youth or other tech-savvy volunteers to determine the functions and qualities that Julesburg should highlight on the website.
• Expand reciprocal site relationships in order to increase traffic and broaden reach. Utilize the stakeholder analysis to determine which organizations should be linked together and into the town’s site.

Observation: Develop a clear communications and public relations strategy in order to advance the mission of the community and all business/ downtown support organizations as well as determining the service area of each group.

Recommendations:
• Julesburg must clearly communicate to all stakeholders to ensure future support and funding.
  1. The plan should initiate a branding initiative for the community.
2. The plan should specify regular updates of communication tools such as newsletters, press releases, website and social media. This is an important opportunity to reinforce the community identity and influence how consumers and stakeholders view service area.

**Observation:** A well-designed and implemented way-finding signage program is part of a comprehensive marketing, design and economic revitalization strategy and can be an effective way to preserve the unique brand and identity of Julesburg.

**Recommendation:** Review the design recommendations for signage and link this to community branding.

**Observation:** There is a lack of formal communication vehicles for both internal and external markets. While residents and businesses stay informed through word of mouth, this is not an effective means of transmitting important information. Community members do not feel that there is any one place that they can access information about town happenings, events, new policies, etc. They also do not have a formal means of providing feedback to town officials aside from one-on-one communication.

**Recommendation:** Formal communication channels need to be developed to not only provide information but also to receive feedback from the community and visitors. The town website, public venues and local media need to be better utilized to publicize events, public meetings and news.

**Observation:** There is no identified unified vision for who the Town of Julesburg currently is and wants to be in the future. During the focus groups, discussion centered around who Julesburg is in relation to Sterling, or Holyoke, or Nebraska, and the need to differentiate this town. Common themes included focusing on the fact that Julesburg has the Colorado Welcome Center and the Pony Express route.

**Recommendation:** Prior to attempting to implement any of the recommendations in this plan, conduct a community visioning process to determine the current and future identity and guiding values. This visioning process will help to identify what makes you unique, which principles are important to you and how you would like to develop in the future to capitalize on those assets. This effort will help to establish a strong foundation from which you may implement any branding, promotional and business development/recruitment efforts.

- Conduct community visioning and branding process. Assemble a steering committee of broad community interests to lead this effort. Hold facilitated public meetings and provide other means of public input to obtain feedback. Use this information to decide with certainty who you are and what you stand for.

- Develop a mechanism for incorporating the strengths of community organizations into visioning process. While the town is working on its visioning process, it is important that the organizations serving the town play a role and understand their part in the community.

- Focus efforts on building awareness, visual identity, and programming specific to downtown Julesburg. All local promotional/tourism efforts focus on the Welcome Center, the airport drag race, or the region as a whole and none specifically address downtown Julesburg. Promotional efforts and materials need to be focused on Julesburg-
specific businesses and assets to set it apart from other towns in the area.

• Connect the organizations and businesses through website and materials, and plan an organizational summit or facilitated discussion to clarify roles and mission within the county or at least in the town. The county organizations do not currently have a formal channel of communication and exchange of information. Creating a formal process and system of communicating allow these organizations to better utilize the limited available resources and decrease duplication of efforts.

Observation: Julesburg is not adequately represented and promoted as its own entity. Although it has a rich history, museums, and a Welcome Center, the Town of Julesburg relies on several independent piecemeal promotions for its success. The impression is that Julesburg sees itself as the place where some organizations or businesses reside, but there is no overall package or image presented. Julesburg does not seem to take an active role in ensuring that it, or the commercial district, is front and center in promotions and adequately represented throughout the county.

Recommendation: Prioritize and promote downtown Julesburg as an independent entity. The third Julesburg has developed so that there are great historic buildings throughout downtown, but there are not resources dedicated to understanding the wealth of stores and activities that exist in the downtown area.

• Increase communication and collaboration between organizations. It is extremely important that the various organizations in the community are aware of what the others are doing. Their missions and objectives may not be similar, but in the end they are all working for the betterment of Sedgwick County and Julesburg. Begin the increased communications and collaboration by simply linking to each other’s websites. Make sure visitors to the area as well as residents can find you and your services. Identify projects and areas where you can collaborate to save resources and maximize your successes.

• Engage economic and business organizations and committees in a facilitated discussion to determine each organization’s commitment and role in downtown. Several economic groups are involved in the support and promotion of Julesburg businesses. It appears that these economic groups are duplicating efforts and diluting resources to accomplish some of the same goals. Julesburg does not seem to be taking an active and focused role in the promotion of the community or
its assets to increase its economic base. Julesburg seems to be relying on the larger county-wide or Welcome Center efforts to determine its economic future. Once Julesburg is able to determine what each of these entities is doing to market the region, it will be able to more fully engage and direct its own involvement and impact of that marketing. It is imperative that Julesburg take an active role in its own marketing efforts so that the community is appropriately represented.

- Identify organizational and financial means for supporting and managing downtown. Success in downtown revitalization requires the engagement of the property owners, business owners, residents and organizations in the commercial district. Partnership and commitment to the shared vision and mission of the district will help to ensure this success. While volunteers are vital to determining needs, implementing plans and carrying out promotions and marketing of the district, there needs to be a point person to see that the volunteers are carrying out their chosen tasks and directing efforts. The stakeholders could consider using the National Trust for Historic Preservation’s Main Street Model or a similar revitalization program as a management tool for improving the defined downtown area. This comprehensive 4-point approach covers all aspects of revitalization as opposed to a more narrowly focused approach. In addition, stakeholders should consider creating a special improvement district (Business Improvement District, Downtown Development Authority, or Urban Renewal Authority) to engage property and business owners financially in the revitalization of the district.

- Find a way to better highlight the level of community support and local fundraising ability of the community. Create a formal mechanism for gathering community input and letters of support for grant applications and additional resource development. Community support is necessary for receiving funding from grants. It is important to show partnership, collaboration and community buy-in. In order to gather community support, a network of organizations, individuals and stakeholders must be developed and a method for soliciting input from these entities established. Communication is critical with these entities.

Using online tools, such as Constant Contact email blasts, Survey Monkey, blogs, and others, to inform and to poll stakeholders, is also a way to solicit support and input for grant applications and resource development.

- Create clear volunteer opportunities for community engagement including guidelines for participation in the board of directors, involvement in the merchants’ committee, formation of a youth council, and historic preservation activities. It is important that the valuable initiatives started by each of these groups be accessible and understood by the community as a way to engage in improving Julesburg. If each group works independently and presents the other group in a less than positive light, the community will be divided and benefits and impacts will be lessened significantly. The more involvement the community has to the success of Julesburg, the more successful Julesburg businesses will be.
PROMOTIONS

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.

Observation: A collection of special events could better meet the needs of all the community members. Events in the community seem to serve certain groups, but may not be serving the objectives of the entire community, including retailers or residents. The entire community is service-focused and many of the events seem to revolve around the importance of history and image. It seems, though, that no other objectives are being thought about or met by the current list of events. There are few promotional efforts or materials focused on Julesburg. Since most marketing efforts are focused on the county or the Welcome Center, Julesburg’s assets get lost and are not effectively promoted. Without a clear community brand that differentiates it from the rest of the county and Julesburg-specific promotional materials, Julesburg will not become a destination.

Recommendations:
• Create objectives for events to build on the quality of existing events and narrow down events that don’t meet community objectives. All organizations who arrange events need to be included in the discussion regarding event objectives. It is important not to exclude any partners and to fully capture what each event brings to the community. Utilize the strategic events matrix included in the appendix to complete this task.
• Package existing recreational/sports events and related amenities/resources, e.g., sports, high school sports, trails, lake, river, tournaments, etc. Keep people in the region longer by showing them all the activities they can do while they are here. If visitors are coming for a golf tournament, don’t forget to let them know about the wonderful nature resources located just outside of town. Work with the different entities who manage these resources to identify ways to package the materials and opportunities.

Observation: Businesses in the community are not working in collaboration to market themselves and make the entire downtown district appealing to out-of-town guests. There are few enough retailers that it is imperative that they work together. Cross-marketing is one of the most impactful forms of advertising and one of the least expensive.

Recommendations:
Identify collaborative marketing opportunities to link businesses to events and utilize affordable advertising options. When tourists come to town, how can they be drawn to downtown and, once there, how can businesses keep them there? Businesses need to be working with event organizers and with each other to take advantage of out-of-town visitors. Develop Julesburg-specific collateral material that highlights and builds on existing events and amenities. Create links and roles for business support.
1. Conduct community visioning and branding process. The community members, including business and property owners, residents, appointed and elected officials and service organizations, must buy in to the vision of the community. A formal process should be used to ensure all entities have an opportunity to participate. A formal and agreed upon brand should be developed. This brand must be incorporated in all promotional materials, printed and electronic.

**Observation:** There is a lack of cooperation between amenities located on the outskirts of town and community interests in town. The Welcome Center, Platte Valley Inn, RV Park and other businesses near I-76 are travelers' first point of contact and vital players in the community. It seems that these amenities are not being incorporated into the planning of events. Likewise, the downtown is not taking advantage of travelers visiting those amenities by bringing them downtown.

**Recommendations:** Utilize the highly visible and frequented locations of the Welcome Center, businesses off the interstate, drag races, Pony Express Re-Ride, byways trails, and RV park to bring people into town. Develop plan to better capitalize on history, e.g. Pony Express, Fort Sedgwick, etc.

**Observation:** Julesburg's history and built environment are marketable assets for the town as well as the county and region. This is an asset that is important to the community and is a sense of pride. Julesburg's history with the Pony Express, the third Julesburg, etc. makes it unique as a destination in the region; this asset is currently under-exploited.

**Recommendations:**
- Work to establish a clear identity and clarify the messages you are sending to residents, businesses, regional and statewide audiences. Between the history of the Pony Express and location of the community, Julesburg is positioned to declare itself a hub of transportation and history in the region. This identity need to be solidified, formalized and communicated.

2. Focus efforts on building awareness, visual identity, and programming specific to downtown Julesburg. The formalized process the community used to determine the identity and brand of Julesburg needs to be used and modified to express the richness of downtown and its identity. The Julesburg Retail Merchants Group should continue focusing efforts on building downtown's identity.

3. Connect the organizations and businesses through website, materials, and regular meetings to clarify roles and mission within the community and county. There are a number of organizations in Julesburg and the county who are working under similar, but independent missions with objectives that benefit the community. The various groups and what they are doing in the community can be confusing to both residents and potential visitors. Organizations need to know what each other is doing and this can be accomplished through regular meetings to discuss missions, objectives and projects. This information should be available in electronic and printed materials and be available to all business and organizations.

4. Enhance physical locations, materials, and promotions based on history and physical assets. Use your identity to market yourself. Don’t try to be something you are not.

- Develop a comprehensive heritage tourism program incorporating all historic preservation, arts groups, museums, etc. to develop collaborative marketing materials. This should include materials, sites, and merchandise that capitalize on the history of the town and its lively characters.

**Observation:** Julesburg is lacking a central distribution point for promotional materials. Businesses in the community are not working in collaboration to market themselves and make the entire downtown district appealing to out of town guests.
Recommendations:

- Utilize one website, e.g., the new town website, as the central portal of information for all activities, events, services, and other information for locals and visitors. Identify one community website, social media, brochure, and internet presence. One place needs to be identified where you can go to get all of your information, most likely the town website. All community events, businesses and contact information need to be available.

- Develop a Julesburg business directory for print and download.

It is imperative that residents, visitors and potential visitors are aware of the businesses, products and services offered in Julesburg. This directory must be all-inclusive and not tied to memberships or dues. The Town can take on this responsibility, using business licenses. Putting the information on line is the most cost effective option at this time, but as funds become available, the directory should be printed and available at the Welcome Center, hotels, museums, etc.

- Develop Julesburg specific collateral material that highlights and builds on existing events and amenities. The majority of the information available concerns the entire county, but there should be some information that is specific to Julesburg, the events that take place in the community and the amenities that can be accessed in town.

Observation: There is no Julesburg-specific information located in the hotel rooms to inform visitors of the services and retail options located in town. It is extremely important that guests of the hotels, especially those located off the interstate, are informed of the amenities located in Julesburg. Downtown is not within easy walking distance, so visitors need to be led to the community.

Recommendation: Create a packet of information for the hotel to keep in the rooms. Very simple information packets can be created to let guests know about the shopping and dining available, where they can locate the post office, and when the museums are open.

Observation: The community is not adequately capitalizing on the historic and scenic byway.

Recommendation: Consider a Julesburg-Ovid community bike ride and scavenger hunt for kids.
The focus of economic restructuring is to assist in efforts to recruit, retain and expand opportunities for investment in downtown. This is accomplished by ensuring that investors and businesses are aware of all of the resources available for assistance and all of the benefits of choosing to locate their business in downtown, including the opportunities that may exist to capitalize on promotional activities. It also works to build strong relationships between downtown businesses, residents, and users.

Observation: The business owners in the community want to be successful and are requesting assistance. In particular, entrepreneurs who want to start business don’t know where to go for small business resources. The town's public library has small business resources, but these resources aren’t centralized. There isn’t a known, one-stop resource for start-up and existing entrepreneurs. Initial topics for counseling and training that surfaced include: 'How to Write a Business Plan', 'How to Provide Superior Customer Service', 'How to Market & Advertise Your Business' and 'How to Price Your Product'.

Recommendation: Tap into small business resources such as the Colorado Small Business Development Center Network. The purpose of the Colorado SBDC Network is to offer business counseling and training that maximizes the economic potential of Colorado entrepreneurs in order to help businesses start, grow and prosper. Utilize this resource and partner with the library to develop a consistent, one-stop shop for small business owners and potential entrepreneurs so they know about the resources that are available to the community.

Observation: The local community bank showed interest in funding new small businesses in town.

Recommendation: Utilize the expertise of a SBDC counselor to help the community banks create, design and develop a community-funded loan program for start-up businesses in Julesburg. This will allow the banks to give back to the downtown district, while giving the community a chance to contribute funds to this initiative as well. This will create “buy-in” in the local businesses by the local bank as well as resident investors that have contributed funds into the program. It is also recommended that an incubator program be considered as a component of this community lending program to fill empty storefronts and offer office space to these new startup businesses.

Observation: Scholarship funds are currently being used to send youth away from the community, with no strategy to bring them back. In other words, the town seems to nurture students who are interested in leaving in order to gain additional skills, training and education. However, no thought seems to be given to how these same youth could add value back to the community if they were to return with these newly earned skills sets.

Recommendation: Scholarships could be tied to targeted workforce development initiatives in order to develop targeted job skills. Moreover, scholarships could come with a service requirement. For example, the scholarship might pay for one year of medical school, with a requirement that the student come back and serve as a physician in the community after completion of training. Moreover, the town might develop a job fair to provide a one-stop shop/ clearinghouse for job opportunities, benefiting youth in that they can see a potential path for themselves. This would also benefit locals looking for work, as well as people outside the community who are considering relocating here.
HEALTH CARE & HEALTHY LIVING

Enhances the health and quality of life in communities, while serving as a powerful economic driver.

Observation: The Patient Protection & Affordable Care Act (PPACA) / national healthcare reform will affect healthcare in Julesburg, likely both in positive and negative ways.

Although many opponents of healthcare reform believe this will be repealed by the new Congress or repealed by the Courts, most Constitutional Law experts and policy analysts loyal to either side of the aisle predict that, while pieces of the legislation may be changed or reversed (particularly the individual mandate), at least some of the legislation will remain. PPACA will work relatively better or worse for local communities depending on their individual preparation for the impacts of the legislation.

For example, it looks as if a number of people currently without healthcare coverage will have coverage after the legislation is fully implemented. However, as we have seen, Sedgwick County already lacks adequate providers to treat its population. When more people come to expect access to care, pressure on the few available providers will be even greater. How will Sedgwick County’s healthcare system respond to this additional pressure?

The communities that best understand and prepare for impacts of PPACA will be best placed to take full advantage of the possible positive impacts of healthcare reform while best mitigating the possible negative impacts. There are a number of organizations that are working to provide non-partisan information about the impacts and preparations needed in advance of healthcare reform.

Recommendation: As a community, with healthcare representatives providing leadership, learn about and prepare your community for healthcare reform.

Observation: Sedgwick County, like all of northeast Colorado, lacks enough healthcare providers to serve all residents. This is evidenced both by federal and state designations (Federal Primary Care, Mental Health & Dental Health Professions Shortage Area Designations and State Medically Underserved Population designation), as well as by repeated mention of lack of adequate numbers and types of providers.

Recommendations:

- Consider forming a multi-county “Rural Health Network” in order to work collaboratively on a regional basis for recruitment and retention of providers, and to find efficiencies to do more with less. This network might address attracting the attention of potential healthcare providers at the regional level, allowing providers to develop in the region and then choose the specific community or communities in which they’d like to practice. Attention could also be given to collaborative agreements under which healthcare providers are shared among two or more communities.

- When healthcare providers are looking at relocating for a job, it isn’t only the job itself that is of interest; it is also the community in which the job is located. Consider developing a committee comprised of both members of the healthcare system and community members who can serve as cheerleaders for the community and as sources for information for the potential
newcomer. The committee might include a local banker or mortgage broker, an educator, a member of the religious community, a member of the EDC, and a representative from the retail sector.

- This committee should focus not only on recruitment, but also on retention. A common report that we hear from healthcare providers who move away from rural communities is that, while they are inundated professionally, they are lonely personally. Although rural areas, including my hometown, extol the friendliness of rural areas, that friendliness isn’t always apparent to newcomers to town. This Recruitment and Retention Committee should focus not only on getting the professionals into the community, but also on making sure the professionals are establishing satisfying personal and social linkages within the community in order to keep them engaged for the long haul.

**Recommendation:** A particularly difficult professional to recruit to rural areas is the dentist. This is due to the supply of providers nationally (relatively low) and the demand for professionals (relatively high). However, some students going into the field have expressed a desire to go rural. Explore utilizing Colorado Provider Recruitment, or another low cost recruitment organization, to help recruit a dentist for your community, or to share with another community.

**Observation:** While Colorado is currently the leanest state in the nation, the national rate of obesity – and Colorado’s rate of obesity – is rising. Providing opportunities for physical activity is key to fighting obesity. Therefore, the plans for the new recreation organization that is being formed is a great step in the right direction to offer physical activity for youth and young active adults. This is particularly important for winter months when outdoor physical activities are limited.

**Recommendation:** While there is tremendous merit in pursuing these goals, it is also important to investigate opportunities for less active community members such as elders, differently-abled, those who don’t have a great deal of experience with working out. Investigate opportunities for synergy with the exercise center at the hospital, as well as the swimming pool, local trails and paths, etc.
Design takes advantage of the visual opportunities inherent in downtown by directing attention to all of its physical elements: public and private buildings, storefronts, signs, public spaces, landscaping, merchandising, displays, and promotional materials. The aim is to stress the importance of design quality in all of these areas, to educate people about design quality and to expedite improvements in the downtown. At the forefront of the design effort is the restoration of historic buildings which helps provide the backdrop for downtown’s sense of place.

Observation: It is unclear to highway travelers that there is a community worth visiting only two miles away from the Welcome Center. The front door to the community needs to give visitors the correct first impression of Julesburg but currently presents a roadside of barbed wire enclosure. The current new signage is misplaced and smallish. It does not celebrate the full nature of the Platte Valley and the Town of Julesburg ahead. While the sign is great for 30 mph traffic it is lost behind local equipment, tumbleweed and the background of a 55 mph motorist.

Recommendation: Develop a plan for signage and roadside landscaping to draw visitors from the highway. This plan should represent a full upgrade of the roadside environment to reflect the rich character of Julesburg. Remove weeds, trash, galvanized security fencing, old signage, paint plywood window covers, and maintain the look. This will encourage motorists to venture further. Other measures could screen equipment on adjacent property with decorative fence or landscaping, plant ornaments, and consider erecting a large gateway area at the approach to the bridges to impress visiting motorists. Place monument at the approach to the Platte River overpass that indicates it is a gateway to historic downtown Julesburg and adventures beyond.

Observation: The Sedgwick County Improvement Project is a valuable asset to the downtown and needs to be utilized more. Funding toward façade improvements, and downtown upgrades is an important step to downtown revitalization.

Recommendation: Continue working on the façade program, a window display program, trash can and furniture program, and additional enhancements to store fronts. The Improvement Project can be improved by including design direction for shop owners which help to create a cohesive visual character within the downtown. The Downtown Design Committee can develop these accepted modifications to building frontages and help others view their buildings in a different light. This program can be expanded to bring in merchandising professionals to conduct a workshop for shop owners on how to arrange displays in their shop windows and how to display merchandise within their shops.
Observation: The visual aspects of the downtown will need to be considered in the future, to increase the vibrancy and vitality of the area. Current cracked sidewalks, chipped paint, boarded up windows, directional signage, and pedestrian amenities need to be upgraded to encourage stopping and shopping.

Recommendation: Consider long-term improvements to sidewalks, street lighting, and undergrounding utility lines. Sidewalks should be repaved, handicap ramps brought up to current codes, new curb-gutter and, if possible, the walks widened to allow shop displays or sidewalk benches or restaurant seating. Downtown district lighting should be at pedestrian level, historic in character, and be used to define the approach to Cedar Street and north on Cedar to just past Town Hall. As infrastructure improvements happen under these downtown roadway segments the downtown can take on these improvements. A Downtown Design Committee should undertake a master plan effort for this purpose and as opportunity and funding becomes available make upgrades to the streetscape environment.

Entry into the immediate downtown should be further enhanced and defined with street trees along the railroad park, added picnic shelters, a short buffer wall to contain pedestrians away from the tracks and ample parking. This roadside “rest area” can also serve as an information station for the downtown businesses and events.

Observation: The Hippodrome is a wonderful historic asset within the community, but the building is innocuous and visitors to the community may not know its use.

Recommendation: Develop a marquee or ghost sign on the side of the Hippodrome facing town hall indicating the theater. At a minimum the Hippodrome logo could be hung on the south side of the building to identify this amenity.

Observation: The close proximity of the natural amenities to the downtown need to be inventoried, identified or utilized to add a diverse recreational feature to the broader character of Julesburg.
FUNDING MECHANISMS
Potential Sources of Funds include the following list:

PROMOTIONS

• Heritage Tourism Office/Colorado Tourism Office Grants – The Julesburg Chamber should work together with other chambers, the county and regional entities to apply for a Colorado Tourism Office Marketing Matching Grant Program, which provides funding to not-for-profit organizations in the State of Colorado for the purpose of promoting the state or a region as a tourism destination. For more information, visit the website http://www.colorado.com/ai/MarketingGrantCriteriaFY2009.pdf

• Community Development Block Grant or Rural Business Opportunity Grants - These are federal funds that are distributed by DOLA. The Division of Housing and Division of Local Government have funds available, as does the Office of Economic Development and International Trade. DLG money is used for public facilities, DOH money is used to construct housing, and OED money is used for Economic Development. Visit each agency’s website to learn details. Energy Impact Funding for public infrastructure - These funds could assist the community with public infrastructure improvements, including roads, streetscapes, etc.

BUSINESS DEVELOPMENT

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

• EPA Brownfields Program- This program provides direct funding for brownfields assessment and cleanup.

• Governors Energy Office (GEO) and USDA Rural Development (RD) Energy Programs - Both agencies have new funding programs to retro-fit both public and business HVAC and lighting systems

• Small Business Administration and Economic Development Administration – These are two Federal Programs that can assist local businesses in business startup, expansion and relocation.

• Great Outdoors Colorado (GOCO)- GOCO uses a portion of Lottery proceeds to help preserve, protect, enhance and manage Colorado’s wildlife, park, river, trail and open space heritage.

• Other Resources, e.g. Downtown Colorado, Inc., etc. – As a member of Downtown Colorado, Inc., Julesburg will continue to be eligible for DCI services, training, and educational programs. It would be beneficial to review programs such as the Main Street Candidate Program that might offer some on-going training and support to Julesburg’s downtown efforts. Additionally, Julesburg should access the benefits of the collaboration of DCI and Colorado Brownfield Foundation (CBF). A half day workshop is available to communities interested in working on downtown revitalization and brownfield sites.
FOCUS GROUP PARTICIPANTS

- Assisted living
- Businesses
- Cambell Foundation
- County Government
- CSU Extension
- EDC
- Elected officials
- Farmers and Ranchers
- Financial institutions
- Healthcare providers
- Hippodrome
- Historical Society
- Hospital
- Julesburg Advocate
- Julesburg Housing Authority
- Julesburg library board
- Julesburg schools
- Local merchants
- Ministerial Alliance
- Nursing home
- Ovid schools
- Pharmacy
- Residents
- Service organizations
- Social Services
- Town government
- Welcome Center
TEAM MEMBER BIOS

Katherine Correll
Executive Director, Downtown Colorado, Inc.

Katherine joined Downtown Colorado, Inc. in 2006 and has served as the Executive Director since 2007. Under Katherine’s direction the organization has restructured the Colorado Main Street state coordinating program for economic development through historic preservation and created the Development & Improvement District (DIDs) program to support urban renewal, downtown development authorities, and business improvement districts. Born and raised in Denver, Colorado, Katherine has worked on organizational development and program management including building viable and sustainable private, public, and non-for-profit institutions and programs. Prior to her current position, Katherine managed the American Councils’ portfolio for the Republic of Moldova, focusing on building civil society initiatives, education, and public administration reforms, and managing a American Language Center, language and professional training school. Katherine received her Master’s Degree in Public Administration from Rutgers University and her Bachelor’s Degree in Politics with a Minor in Urban Studies from New York University.

Clint Cresawn
Colorado STRIDES Program Manager, Colorado Rural Health Center

With interests in rural health, community, economics, and leadership, Cresawn finds Colorado STRIDES – with its focus on enhancing rural Colorado’s ability to recruit and retain healthcare providers through locally-driven asset development – a uniquely challenging and satisfying program. In addition to satisfying his passion for rural through the Colorado Rural Health Center, Clint also serves on the Board of Directors for the Colorado Rural Development Council. Clint holds a Masters degree in Communication Studies, and has focused his education and research on political, organizational, and intercultural communication. Prior to engaging professionally with rural Colorado, Clint taught at Metro State College of Denver, Denver University, and Community College of Aurora. Though Clint has been a resident of Colorado since 1998, he is originally from North Carolina and has a deep-seated love of sweet tea, pecan pie, and Carolina-style BBQ.

Christy Culp
Community Development Specialist, Department of Local Affairs (DOLA)

Christy has worked for the Department of Local Affairs since May 2006. She works as the liaison between the Department and various organizations in the state, including DCI, CRDC, OEDIT, and CRHC. Christy helps facilitate economic development sessions and rural out reach programs and works to develop collaborative partnerships with elected officials, residents, businesses, institutions, and organizations. Christy works with communities, monitoring conservation trust fund compliance reports, community service block grant applications, and assisting local governments and community members in identifying and accessing technical and financial resources at the local, state, and federal level. Christy received her Master’s from the University of Colorado at Denver in Political Science with an Emphasis in Politics and Public Policy. Her final project focused on planning for small communities and was a finalist in the Colorado City and County Manager’s Association’s Best Master’s Project competition. Prior to taking a job at DOLA, Christy was an intern in the Town of Poncha Springs through the University of Colorado at Denver’s Best and Brightest Program.
Greg Etl  
*Regional Manager, Department of Local Affairs (DOLA)*

Greg Etl is the Northeastern Regional Manager for the Department of Local Affairs which assists local governments. The office is in Haxtun and includes a nine county region. Greg’s has held this position since 2007 and prior to that was a Logan County Commissioner since first being elected in 2001. Greg held many leadership positions while a County Commissioner. Prior to that worked in the retail business industry in Sterling. Greg also has a 700 acre dryland farm and ranch in Logan County.

Marie Ryan  
*Associate State Director of the Colorado Small Business Development Center (SBDC) Network*

Marie Ryan is the Associate State Director of the Colorado Small Business Development Center (SBDC) Network, a division of the Governor’s Office of Economic Development and International Trade, where she supervises fifteen SBDC centers located throughout Colorado. These centers are collaborative efforts between federal and state governments and education centers which provide business counseling and training to existing and aspiring entrepreneurs in Colorado. Ryan’s responsibilities at the Lead Center include budgeting, financial audits, grant applications and administering the Colorado Leading Edge Entrepreneurial Program.

Mike Tupa  
*CSU Community Technical Assistance Outreach*

Mike Tupa, is a landscape architect with over 30 years experience in the design and construction of a wide range of private and public works projects. He has a BS and Masters in Landscape Architecture. Within his experience is work for CDOT as their Chief Landscape Architect. As a private consultant Mike provided project design and coordination services for a wide range of clients including Denver Metro Waste Water, D&RGW Railroad, Beaver Creek Resort, and a range of private developers across the Front Range. For the past 6 years Mike has been with CSU managing their Community Technical Assistance Outreach program under contract with DOLA. This program provides design and planning to communities in eastern Colorado using University resources and interns to do the majority of the work. Projects include design and planning of public lands and community buildings. Over the past 4-5 years Mike has helped the Main Street program in Colorado and is an active supporter of enabling our historic downtowns.
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Please contact DCI for electronic copies.
Dear Community Leader:

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

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

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

Thanks,
Katherine Correll
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<tr>
<th>Time</th>
<th>Action Item</th>
<th>Measurement of Success</th>
<th>Initiator</th>
<th>Potential Partners</th>
<th>Recommendation</th>
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<tr>
<td>1-3 m</td>
<td>Announcement and agenda for visioning session. 25% of identified stakeholders participate.</td>
<td>Prior to the branding process, work with professional to facilitate visioning session with community representatives to determine the values that define Julesburg and the future they want for their community.</td>
<td>Town</td>
<td>Community business and tourism groups, Town, Chamber, County, ED Group, Retail Merchants, citizens</td>
<td>Conduct community visioning and branding process.</td>
</tr>
<tr>
<td>3-6 m</td>
<td>Enage branding professional to facilitate a brainstorming session with key community reps. to determine important elements of brand and create brand based on this input.</td>
<td>Brand is incorporated into all elements of promotion of the community.</td>
<td>Town</td>
<td>Community business and tourism groups, Town, Chamber, County, ED Group, Retail Merchants, citizens</td>
<td>Conduct community visioning and branding process.</td>
</tr>
</tbody>
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**ORGANIZATION**

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<tr>
<th>Time</th>
<th>Action Item</th>
<th>Measurement of Success</th>
<th>Initiator</th>
<th>Potential Partners</th>
<th>Recommendation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-3 M</td>
<td>Declare downtown Julesburg a priority and focus resources on implementing recommendations.</td>
<td>Town Council creates mission statement supporting the downtown initiative.</td>
<td>Town Council</td>
<td>Chamber, EDC, Retail Group, schools, library, historic preservation groups, museum, Welcome Center, etc.</td>
<td>Prioritize and promote downtown Julesburg as an independent entity.</td>
</tr>
<tr>
<td>1-3 M</td>
<td>Identify boundaries of commercial business district</td>
<td>Create clearly definable district boundaries outlined on a town map and declare this the priority.</td>
<td>Town Council</td>
<td>Planning Commission/staff/citizens</td>
<td>Prioritize and promote downtown Julesburg as an independent entity.</td>
</tr>
<tr>
<td>1-3 M</td>
<td>Conduct a Stakeholder Analysis (please review this tool in the appendices) in order to clearly identify current and potential stakeholders as well as identify their needs and contributions.</td>
<td>Stakeholder analysis is completed and looks at all organizations, business community, county-wide organizations, the town, residents, etc.</td>
<td>Town Staff</td>
<td>(ask for public meeting)</td>
<td>Prioritize and promote downtown Julesburg as an independent entity.</td>
</tr>
<tr>
<td>1-3 M</td>
<td>Conduct community visioning and branding process. Assemble a steering committee of broad community interests to lead this effort. Hold facilitated public meetings and provide other means of public input to obtain feedback. Use this information to decide with certainty who you are and what you stand for.</td>
<td>Steering committee includes representatives from 80% major stakeholder groups. Meeting agendas, minutes, and announcements are posted. Vision and brand is developed and utilized.</td>
<td>Town Council</td>
<td>Chamber, EDC, Retail Group, schools, library, historic preservation groups, museum, Welcome Center, etc.</td>
<td>Prioritize and promote downtown Julesburg as an independent entity.</td>
</tr>
<tr>
<td>1-3 M</td>
<td>Hold facilitated discussion with key business support groups to assess the missions, roles, responsibilities, and planned communication of each group with one another and with the town.</td>
<td>Personal invitation to each group (entire board and staff), agenda developed by facilitator, minutes of meeting, identify how each of the organizations is contributing to larger community objectives.</td>
<td>Town Council</td>
<td>Chamber, EDC, Retail Merchants</td>
<td>Engage economic and business organizations and committees in a facilitated discussion to determine each organization's commitment and role in downtown.</td>
</tr>
<tr>
<td>1-3 M</td>
<td>Engage class from high school (business class if applicable) in drafting survey for business and property owners (using sample business survey) and identifying means for posting online.</td>
<td></td>
<td>High school, Chamber</td>
<td>Town Staff</td>
<td>Identify organizational and financial means for supporting and managing downtown.</td>
</tr>
<tr>
<td>Timeframe</td>
<td>Action Description</td>
<td>Action Details</td>
<td>Responsible Parties</td>
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<tr>
<td>1-3 M</td>
<td>Review highschool survey of business and property owners to assess needed services and support they most need.</td>
<td>Survey developed and reviewed by Chamber, EDC, Retail Merchants, and SBDC.</td>
<td>Chamber and Retail Merchants</td>
<td>Identify organizational and financial means for supporting and managing downtown.</td>
<td></td>
</tr>
<tr>
<td>1-3 M</td>
<td>Engage Volunteer to consider different options for collecting information on community fundraising, volunteers, and other resources online.</td>
<td>List of online tools available with description of services, costs, and difficulty to use.</td>
<td>Town staff</td>
<td>Create and continuously expand a community-wide volunteer database and develop a comprehensive volunteer management program.</td>
<td></td>
</tr>
<tr>
<td>1-3 M</td>
<td>Create 2010 (and annual thereafter) Julesburg Civic Engagement with total fundraising completed by each organization in town.</td>
<td>Request for fundraising and volunteer hour totals from each civic and non-profit group in town. Creation of database to track totals from year to year. Julesburg fundraising report posted on website annually.</td>
<td>Town staff</td>
<td>Find a way to better highlight the level of community support and local fundraising ability of the community.</td>
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<tr>
<td>1-3 M</td>
<td>Distribute, review, and discuss a series of articles for board development in the appendices of the CRP report to the business community.</td>
<td>Meeting announcement, agenda, minutes, and articles posted on website.</td>
<td>Chamber</td>
<td>Create formalized processes and instruction for organizational board management.</td>
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<tr>
<td>1-3 M</td>
<td>Create spreadsheet with columns for tracking meeting attendance, interest in participating on board, sponsorship, and volunteer activities.</td>
<td>Spreadsheet created and updated following each board meeting.</td>
<td>EDC, Chamber and Retail Merchant staff</td>
<td>Track board member contributions including: board meeting attendance, identifying new members or sponsors, volunteering for events, attending educational/training events. At the end of each year, hold a board member appreciation event for all partnering organizations and identify the most active board members.</td>
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<tr>
<td>1-3 M</td>
<td>Create more detailed and stringent requirements for executive committee participation e.g. one year minimum as a board member, willing to attend regular board meetings, executive committee meetings, and at least 2 educational/training events per year.</td>
<td>Executive Committee job descriptions and requirements added to spreadsheet.</td>
<td>EDC, Chamber and Retail Merchant staff</td>
<td>Executive Committee: Create more detailed and stringent requirements for executive committee participation e.g. one year minimum as a board member, willing to attend regular board meetings, executive committee meetings, and at least 2 educational/training events per year. Conduct Mandatory training (on-site training) at one meeting/year. Attendance at a certain number of meetings, events, etc.</td>
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<tr>
<td>1-3 M</td>
<td>Utilize stakeholder analysis to determine how best to communicate with all groups in town and the region.</td>
<td>Develop regular email, written, posted, and phone call schedule for board members and staff to contact key stakeholders.</td>
<td>Town/Chamber/EDC</td>
<td>Create a communications plan (for current strategic plan) and be sure to include a process for two-way communications</td>
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<td>Timeframe</td>
<td>Action Description</td>
<td>Details</td>
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<tr>
<td>3-6 M</td>
<td>Develop a Julesburg Sponsorship and Volunteer Guide with information on sponsorship levels and benefits, as well as volunteer activities.</td>
<td>Clear explanation of benefits and process is available for download on the website. Prioritize and promote downtown Julesburg as an independent entity.</td>
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<tr>
<td>3-6 M</td>
<td>Invite participation from all organizations, non-profits, museums, community groups, etc. in monthly meetings with the first meeting developing objectives to support Julesburg and businesses in Julesburg.</td>
<td>Announcement posted in newspaper, website, and mailed to each organization. Objectives for meeting, agenda, and minutes posted on website. Regular meetings take place. Increase communication and collaboration between organizations.</td>
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<tr>
<td>3-6 M</td>
<td>Create weekly/monthly column in newspaper and on website that highlights the events and activities happening in town.</td>
<td>Request for info from each organization, form to submit information to be reported, online and newspaper columns. Increase communication and collaboration between organizations.</td>
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<tr>
<td>3-6 M</td>
<td>Create internship description for local youth to update town website, create links for all organizations, and create social media information for Julesburg.</td>
<td>Intern is identified. Social Media utilization is enhanced. Organizational links are posted to all organizations that market Julesburg. Increase communication and collaboration between organizations.</td>
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<tr>
<td>3-6 M</td>
<td>Hone website based on statistics and feedback to ensure full utilization of this as a marketing and communications tool. Utilize youth or other tech-savvy volunteers to determine the functions and qualities that Julesburg should highlight on the website.</td>
<td>Website is updated regularly. Increase communication and collaboration between organizations.</td>
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<tr>
<td>3-6 M</td>
<td>Conduct survey of businesses, organizations, and other groups in town to determine needs for services. Include question about membership v. investor model to financially support downtown initiative (see report narrative for detail).</td>
<td>Survey completed with 80% of businesses participating. Increase communication and collaboration between organizations.</td>
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<tr>
<td>3-6 M</td>
<td>Plan and hold presentation for town council to understand various models for financing and structuring a downtown organization.</td>
<td>Presentation of downtown organizations and financing mechanisms on town council agenda. DCI (or other group) scheduled and presents information. Identify organizational and financial means for supporting and managing downtown.</td>
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<td>3-6 M</td>
<td>Establish work plan based on collaboratively set objectives for any entity requesting financial support from the town. Require partnership with other organizations, transparency in agenda setting, board elections, staff review, etc.</td>
<td>Community objectives posted publicly, process and requirements for requesting community support posted on website. Identify organizational and financial means for supporting and managing downtown.</td>
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<tr>
<td>3-6 M</td>
<td>Identify key contacts from each organization to participate in developing a community-wide volunteer celebration to be held on an annual basis.</td>
<td>Community-wide volunteer celebration committee established and meeting regularly. Create and continuously expand a community-wide volunteer database and develop a comprehensive volunteer management program.</td>
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<tr>
<td>3-6 M</td>
<td>Engage class from high school in researching potential grant and fundraising opportunities to support economic development initiatives in Julesburg.</td>
<td>List of donor organizations working in Julesburg area, sample grant proposal from Julesburg community. Find a way to better highlight the level of community support and local fundraising ability of the community.</td>
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<tr>
<td>3-6 M</td>
<td>Request organizations and service groups to submit job descriptions for each volunteer position in the organization.</td>
<td>Creation of database of skills/positions required.</td>
<td>Chamber</td>
<td>Newspaper, EDC, Retail Group, schools, library, historic preservation groups, museum, Welcome Center, etc.</td>
<td>Create clear volunteer opportunities for community engagement including guidelines for participation in the board of directors, involvement in the merchants’ committee, formation of a youth council, and historic preservation activities.</td>
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<td>3-6 M</td>
<td>Utilize online service to display/market intern/volunteer positions and accept interest from the community.</td>
<td>Online postings available and updated regularly.</td>
<td>Chamber</td>
<td>Newspaper, EDC, Retail Group, schools, library, historic preservation groups, museum, Welcome Center, etc.</td>
<td>Create clear volunteer opportunities for community engagement including guidelines for participation in the board of directors, involvement in the merchants’ committee, formation of a youth council, and historic preservation activities.</td>
</tr>
<tr>
<td>3-6 M</td>
<td>Use roles, responsibilities, and objectives delineated in the facilitated discussion to create a Memorandum of Agreement for Chamber, Retail Merchants, and EDC as their organizations pertain to supporting Julesburg businesses.</td>
<td>Memorandum of Agreement, Organizational objectives</td>
<td>Facilitator of facilitated discussion listed above.</td>
<td>Town, DOLA, Chamber, EDC, Retail Merchants.</td>
<td>Create formalized processes and instruction for organizational board management.</td>
</tr>
<tr>
<td>3-6 M</td>
<td>Create a board member orientation explaining what organization does, the organization’s role in the bigger picture, and responsibility of a board member. Provide all of the below listed items as well as simple instructions for adding an items to the agenda, talking points for attracting members/sponsor, a calendar of all events and promotional activities, a list of opportunities to volunteer, and a list of important administrative dates (board meetings, community events, etc.)</td>
<td>Boards approve orientation materials, agenda and minutes from meeting available on websites.</td>
<td>Facilitator of facilitated discussion listed above.</td>
<td>Town, DOLA, Chamber, Retail Merchants.</td>
<td>Board Orientation: Create a board member orientation to foster a better understanding of what each organization does, the organization’s role in the bigger picture, and responsibility of a board member. Provide all of the below listed items as well as simple instructions for adding an items to the agenda, talking points for attracting members/sponsor, a calendar of all events and promotional activities, a list of opportunities to volunteer, and a list of important administrative dates (board meetings, community events, etc.).</td>
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<tr>
<td>3-6 M</td>
<td>Request each business support organization in town to create board job descriptions and contracts, explanation of how to join the board, staff job description, annual evaluation process, and staff objectives for a 12 month period. (Samples provided in Appendices)</td>
<td>Board and staff job description posted on line, description of how to join the board on line, annual evaluation process explained to all staff, 12 month objectives mutually agreed upon by all staff and boards.</td>
<td>Facilitator of facilitated discussion listed above.</td>
<td>Town, DOLA, Chamber, Retail Merchants.</td>
<td>Develop job descriptions and contracts for each board member. Create more detailed job descriptions for officers. Require all board members to review and sign contracts.</td>
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<tr>
<td>Action</td>
<td>3-6 M</td>
<td>Create a membership/investment packet (for new and upon renewal and for download or distribution) for each organization (or all collectively): Include materials to familiarize members/investors, businesses, and residents with each organization.</td>
<td>Packet available with products and services available in downtown such as a member directory, brochures, sponsorship information, list of events, organizational missions, objectives, funding, how to become a board member, instructions for adding an item to the board agenda/website/bringing an issue up with the town, commenting on events/activities, etc.</td>
<td>Chamber/EDC</td>
<td>Retail Merchants, businesses, organizations</td>
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<td>3-6 M</td>
<td>Create list of sample documents for member (land) business) use include a press release template, event evaluation and suggestion form, letter of interest in joining the various boards, strategic promotion planning form, etc.</td>
<td>Member/Investor area of website has resources added on a quarterly basis.</td>
<td>Chamber/EDC</td>
<td>SBDC, Retail Merchants, Businesses, Town</td>
<td>Increase communication and collaboration between organizations.</td>
</tr>
<tr>
<td>3-6 M</td>
<td>Create material on website and for newspaper that conveys that training and orientation available upon request or necessity: Include a list of potential services available. Feel free to use the DCI Menu of Technical Assistance from the appendices as these services could be completed free of charge.</td>
<td>Current training schedule and area for suggestions of training is available on website.</td>
<td>Chamber/EDC</td>
<td>SBDC, Retail Merchants, Businesses, Town</td>
<td>Increase communication and collaboration between organizations.</td>
</tr>
<tr>
<td>3-6 M</td>
<td>At one of the monthly business/community meetings raise the question of how best to promote the community and how to raise funds to support it. Develop an all inclusive investor model for one year, and then move to a more exclusive membership model, or something else?</td>
<td>Agenda from meeting, result of informal pool, bylaws developed based on results.</td>
<td>Chamber/EDC</td>
<td>DOLA, DCI</td>
<td>Determine the best organization or combination of organizations to best address the needs of businesses and residents with increased understanding of roles and responsibilities, which can be accomplished through improved communications.</td>
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<tr>
<td>6-12 M</td>
<td>Brand is incorporated into all aspects of community. Focus efforts on building awareness, visual identity, and programming specific to downtown Julesburg. The Welcome Center, the airport drag race, and all events in the region should include the consideration, how does this impact Julesburg, how can Julesburg contribute to this event.</td>
<td>Julesburg-centric material exists for each event.</td>
<td>Chamber/EDC</td>
<td>Chamber, EDC, Retail Group, schools, library, historic preservation groups, museum, Welcome Center, etc.</td>
<td>Prioritize and promote downtown Julesburg as an independent entity.</td>
</tr>
<tr>
<td>6-12 M</td>
<td>Develop a recognition and retention program that highlights those groups who have made significant contributions to Julesburg’s community objectives.</td>
<td>Clear explanation of benefits and process is available for download on the website.</td>
<td>Town Council</td>
<td>Chamber, EDC, Retail Group, schools, library, historic preservation groups, museum, Welcome Center, etc.</td>
<td>Increase communication and collaboration between organizations.</td>
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<td>Action</td>
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<td>Description</td>
<td>Achievements</td>
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<td>Expand reciprocal site relationships in order to increase traffic and broaden reach. Utilize the stakeholder analysis to determine which organizations should be linked together and into the town’s site.</td>
<td>6-12 M</td>
<td>Organizational links exist</td>
<td>Town/Youth intern</td>
<td>Increase communication and collaboration between organizations.</td>
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<tr>
<td>Create online membership/investor area on website where members can include achievements, new products or events, general news, ideas for collaboration, etc.</td>
<td>6-12 M</td>
<td>Member or investor area is created and used to distribute info</td>
<td>Chamber/EDC Retail Merchants, businesses, organizations</td>
<td>Create online membership/investor area on website where members can include achievements, new products or events, general news, ideas for collaboration, etc.</td>
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<tr>
<td>Develop a quarterly update (letter) to post on each organizational website, in public places, and to email to community and business representatives.</td>
<td>6-12 M</td>
<td>Quarterly updates available to public.</td>
<td>Chamber/EDC All organizations and businesses, Retail Merchants, Businesses, Town, DOLA</td>
<td>Develop a quarterly update (letter) to post on each website, in public places, and to email to community and business representatives. Create summary of talking points from EACH presentation to town council, address issues that beneficiaries have raised, and mention progress on each of the report areas or committee topics.</td>
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<tr>
<td>Create summary of talking points from all business support board meetings to share with town council, address issues that beneficiaries (businesses) have raised, and mention progress on each of the report areas or committee topics.</td>
<td>6-12 M</td>
<td>Town council agenda includes business update on quarterly basis.</td>
<td>Chamber/EDC SBDC, Retail Merchants, Businesses, Town, DOLA</td>
<td>Increase communication and collaboration between organizations.</td>
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<tr>
<td>Conduct organizational evaluation each year.</td>
<td>12 + Months</td>
<td>Board members report on staff’s achievement of objectives, Staff reports on board’s score cards.</td>
<td>EDC, Chamber and Retail Merchant staff and board</td>
<td>Succession Planning: Consider having board members for three year terms and executive committee members for two years for consistency. Use a logical progression, so that the Vice President becomes President, and President becomes Past President. This will allow greater consistency in leadership.</td>
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<tr>
<td>Review/Update (if applicable) bylaws, job descriptions, objectives, and evaluation procedure annually. (Sample documents in Appendices)</td>
<td>12 + Months</td>
<td>Process reviewed and in place each year.</td>
<td>Board members and staff of EDC, Chamber and Retail Merchant staff and board</td>
<td>Succession Planning: Consider having board members for three year terms and executive committee members for two years for consistency. Use a logical progression, so that the Vice President becomes President, and President becomes Past President. This will allow greater consistency in leadership.</td>
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<tr>
<td>Hold Annual Board Retreat/Orientation meeting with all board members and staff</td>
<td>12 M</td>
<td>85% of board members participate</td>
<td>EDC, Chamber and Retail Merchant staff</td>
<td>Board Orientation: Create a board member orientation to foster a better understanding of what each organization does, the organization’s role in the bigger picture, and responsibility of a board member.</td>
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<td>Action Item</td>
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<td>12+ M Utilize spreadsheet to create annual board member scorecard based on meeting attendance, interest in participating on board, sponsorship, and volunteer activities.</td>
<td>Annual Board Member Score Cards produced each year.</td>
<td>EDC, Chamber and Retail Merchant staff</td>
<td>Board of directors</td>
<td>Track board member contributions including: board meeting attendance, identifying new members or sponsors, volunteering for events, attending educational/training events. At the end of each year, hold a board member appreciation event for all partnering organizations and identify the most active board members.</td>
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<tr>
<td>12+ M Hold an annual Julesburg business summit event with all business and business support groups to review all benefits and objectives of business support, and also address additional needs that businesses might have. Each year the business support community should discuss the vision, mission, accomplishments, and objectives for the upcoming year.</td>
<td>Businesses and support groups convene annually to assess business needs and services available.</td>
<td>Chamber/EDC</td>
<td>SBDC, Retail Merchants, Businesses, Town, DOLA</td>
<td>Hold an annual meeting with business and supporters (review all benefits and objectives of business support, and also address additional needs that businesses might have. Each year the business support community should discuss the vision, mission, accomplishments, and objectives for the upcoming year.</td>
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<tr>
<td>12+ M Regularly clarify and expand the services available to members/investors/businesses so that they understand that the different organizations are business and community support organizations, not just for planning events.</td>
<td>List of services is updated annually.</td>
<td>Chamber/EDC</td>
<td>SBDC, Retail Merchants, Businesses, Town</td>
<td>Clarify and expand the services available to members/investors/businesses so that they understand that the different organizations are business and community support organizations, not just for planning events.</td>
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### Promotions

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<th>Potential Partners</th>
<th>Recommendation</th>
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<tr>
<td>1-3 m Identify and plan meeting with all organizations hosting events and complete the strategic event matrix.</td>
<td>Meeting announcement, agenda, and completed matrix. Clear event objective exist and frame the event planning on a community-wide level.</td>
<td>Chamber</td>
<td>Event organizers, related non-profit organizations, community business and tourism groups, Town, County, citizens</td>
<td>Create objectives for events and build on the quality of existing events and narrow down events that don’t meet community objectives.</td>
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<tr>
<td>1-3 m Research agritourism and heritage tourism opportunities in the area.</td>
<td>List of local tourism opportunities. This includes name of business, contact person, hours of operations, distance from Julesburg or address.</td>
<td>Chamber</td>
<td>City, Historical Society, Businesses, County, Library, EDC</td>
<td>Develop a heritage tourism program and supporting promotional materials</td>
</tr>
<tr>
<td>1-3 m Survey citizens and business/community groups to identify town attractions</td>
<td>List of local tourism opportunities. This includes name of business, contact person, hours of operations, distance from Julesburg or address.</td>
<td>Chamber</td>
<td>Chamber, businesses, tourism groups</td>
<td>Develop Julesburg specific collateral material that highlights and builds on existing events and amenities.</td>
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<td>Timeframe</td>
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<tr>
<td>1-3 m</td>
<td>As part of completing the strategic event matrix, identify potential events that are or are not drawing visitors downtown</td>
<td>List of events taking place outside of the downtown or within the downtown area that are not drawing visitors to the businesses. Identify collaborative marketing opportunities to link businesses to events and utilize affordable advertising options.</td>
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<tr>
<td>1-3 m</td>
<td>Identify businesses that cater to visitors or spouses for specific events and complimentary businesses</td>
<td>List of businesses who have the ability to market goods or services to visitors; list of potential cross-marketing opportunities. Identify collaborative marketing opportunities to link businesses to events and utilize affordable advertising options.</td>
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<td>3-6 m</td>
<td>As part of the branding process, work with preservation and tourism communities to develop heritage tourism program and unique positioning identity for downtown within the context of the new community brand.</td>
<td>Regular communications with preservation and heritage tourism organizations to build that aspect of the Julesburg Image. Include a Julesburg History campaign for students and residents to submit drawings, art pieces, stories, poems, and other artistic interpretative works to display throughout town. Enhance physical locations, materials, and promotions based on history and physical assets.</td>
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<td>3-6 m</td>
<td>Begin monthly communications regarding events and event organizers to create a regular flow of information on community-wide activities.</td>
<td>Public venues, Town website and newsletter, local newspaper, TV and radio to promote events in a uniform and community-wide manner. Increase exposure to external markets through regional media. Create objectives for events and build on the quality of existing events and narrow down events that don’t meet community objectives.</td>
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<td>3-6 m</td>
<td>Survey citizens and business/community groups to determine informational needs of town and businesses. Consider working with a professional web designer to incorporate brand, content management system and links to other related community organizations</td>
<td>Website is more user friendly, includes options for tracking use of the site to gauge increases, is functional and provides requested information. Utilize one website as the central portal of information for all activities, events, services, and other information for locals and visitors.</td>
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<td>3-6 m</td>
<td>Identify and plan meeting with all organizations working within the community to discuss common issues, decrease duplication of services and collaborate on projects</td>
<td>Quarterly meeting agendas and notes reported to town council. 75% of organizations attend. Agendas posted on Town website. Connect the organizations and businesses through website, materials, and regular meetings to clarify roles and mission within the community and county.</td>
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<td>3-6 m</td>
<td>Develop exhaustive list of Julesburg businesses and attractions (museums, parks, etc) and organize into logical categories</td>
<td>Print and web versions of this directory are distributed to all members and venues throughout Julesburg, including hotels the Welcome Center, businesses off the interstate, drag races, Pony Express Re-Ride, byways trails, and RV park. Develop a Julesburg business directory for print and download.</td>
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<td>6-12 m</td>
<td>Develop promotional or marketing materials, such as coupons, for use during special events</td>
<td>Businesses track the amount of visitors during special events, number of visitors to downtown businesses increase</td>
<td>Retail Merchants Group</td>
<td>Businesses, Chamber, EDC</td>
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<tr>
<td>6-12 m</td>
<td>Work with local businesses to create flyer/brochure/coupons to create reasons for heritage and agritourism visitors to spend additional time and money in Julesburg.</td>
<td>Businesses track and report use of coupons.</td>
<td>Retail Merchants Group</td>
<td>Businesses, Chamber, EDC</td>
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<tr>
<td>6-12 m</td>
<td>While developing the heritage tourism program, incorporate existing recreational/sports events in to materials for distribution</td>
<td>Businesses track and report use of coupons.</td>
<td>Retail Merchants Group</td>
<td>Businesses, Chamber, EDC</td>
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**Health Care**

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<th>Potential Partners</th>
<th>Recommendation</th>
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<td>1-16 m</td>
<td>Consider consolidating and targeting local scholarships to have meaningful impact on the expense of educating a healthcare provider, tying scholarship to service.</td>
<td>Scholarships are developed and awarded to students yearly who are interested in pursuing a career in rural healthcare - ideally with a commitment to serve in Julesburg</td>
<td>School system</td>
<td>Colorado Rural Health Center, Centennial AHEC, Northeastern Junior College, local county healthcare providers, CU Health Sciences Center, Rocky Vista University, etc</td>
<td>Tie scholarships to bolstering the local workforce.</td>
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<tr>
<td>1-12 m</td>
<td>Plan and publicize physical activities for all residents</td>
<td>A publicly available listing of exercise opportunities is generated and distributed</td>
<td>The recreation organization associated with the school</td>
<td>Local churches, local fitness centers, clubs associated with recreation activities</td>
<td>Develop opportunities for physical particularly for all residents, including less active community members</td>
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<tr>
<td>1-8 m</td>
<td>Meet with other healthcare providers in the region to develop a regional &quot;Rural Health Network&quot;</td>
<td>A new, collaborative &quot;Rural Health Network&quot; is established</td>
<td>Hospital</td>
<td>Other healthcare providers in Julesburg, as well as in the region</td>
<td>Consider developing a &quot;Rural Health Network&quot;</td>
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<tr>
<td>1-6 m</td>
<td>Develop a Recruitment and Retention Committee</td>
<td>A new, broader Recruitment and Retention Committee is formed, based on the hospital's model, but looking at community-wide workforce needs</td>
<td>Hospital</td>
<td>Economic Development, Workforce Center, Pharmacy, Realtor, Educator, Banker, Faith Community, etc</td>
<td>Develop a community-wide recruitment and retention committee</td>
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<tr>
<td>1-6 m</td>
<td>Utilize a low-cost recruitment program such as Colorado Provider Recruitment to assist in recruiting a dentist</td>
<td>A contract is signed with an organization to help in the recruitment of a dentist</td>
<td>Economic development</td>
<td>hospital, pharmacy, workforce center</td>
<td>Consider utilizing a recruitment program to assist in recruiting a dentist</td>
</tr>
</tbody>
</table>

**Economic Restructuring**

<table>
<thead>
<tr>
<th>Time</th>
<th>Action Item</th>
<th>Measurement of Success</th>
<th>Initiator</th>
<th>Potential Partners</th>
<th>Recommendation</th>
</tr>
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<table>
<thead>
<tr>
<th>Timeframe</th>
<th>Action Description</th>
<th>Assignee</th>
<th>Location</th>
<th>Additional Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-3 M</td>
<td>Appoint a local business person to conduct and compile regular informal needs assessments to understand the changing concerns/needs of Julesburg business owners.</td>
<td>Someone is appointed.</td>
<td>Chamber</td>
<td>Town, Sedgwick EDC, Retail Merchant Group</td>
</tr>
<tr>
<td>1-3 M</td>
<td>The appointee comes up with a list of questions to survey the small business community.</td>
<td>A survey is completed with the most pertinent questions to ask businesses.</td>
<td>Appointee</td>
<td>Town, Sedgwick EDC, Chamber, Retail Merchant Group, Community Banks</td>
</tr>
<tr>
<td>1-3 m and ongoing</td>
<td>The appointee starts visiting the Julesburg's businesses and asking the above survey questions to assess the local needs and concerns of the businesses.</td>
<td>75% of businesses located in Julesburg are interviewed/surveyed.</td>
<td>Appointee</td>
<td>Town, Sedgwick EDC, Chamber, Retail Merchant Group</td>
</tr>
<tr>
<td>1-3 m and ongoing</td>
<td>The appointee compiles the needs and concerns from the answers to the survey questions.</td>
<td>An informal report is generated summarizing the needs and concerns of the business community.</td>
<td>Appointee</td>
<td>N/A</td>
</tr>
<tr>
<td>1-3 m and ongoing</td>
<td>The appointee shares these concerns with community stakeholder groups (Town of Julesburg, Sedgwick County EDC, Chamber, Library, Community Banks, Local SBDC counselor).</td>
<td>All stakeholder groups are aware of the summarized needs and concerns of the business community and the above report is available to the public.</td>
<td>Appointee</td>
<td>Town, Sedgwick EDC, Chamber, Retail Merchant Group, Community Banks</td>
</tr>
<tr>
<td>1-3 m and ongoing</td>
<td>The above collection of needs assessments can continue on a regular basis. The time frame (annually, quarterly) can be decided by the appointee and stakeholder groups of the town.</td>
<td>An agreed upon schedule is determined.</td>
<td>Appointee</td>
<td>Town, Sedgwick EDC, Chamber, Retail Merchant Group, Community Banks</td>
</tr>
<tr>
<td>1-3 M</td>
<td>Invite a SBDC counselor to travel to Julesburg on a periodic basis to offer free, confidential, one-on-one counseling.</td>
<td>A request via email or phone call has been made to the Northeast-East Central SBDC Satellite located in Fort Morgan.</td>
<td>Chamber</td>
<td>Town, Sedgwick EDC, Chamber, Retail Merchant Group, Community Banks</td>
</tr>
<tr>
<td>1-3 M</td>
<td>Find office space for confidential counseling per the SBDC counselor's Julesburg schedule (i.e. small closed, private room that small business owners will feel comfortable talking about their business).</td>
<td>Meetings have been held with the library and other stakeholders that might be able to provide counseling space once a month or once a quarter. A space has been found.</td>
<td>Chamber</td>
<td>Town, Sedgwick EDC, Chamber, Retail Merchant Group, Community Banks</td>
</tr>
<tr>
<td>Action Matrix</td>
<td>Julesburg, CRP 2010</td>
<td></td>
<td></td>
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<tr>
<td>---------------</td>
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<td></td>
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</tr>
<tr>
<td><strong>1-3 M and on-going</strong></td>
<td>Advertise the SBDC's presence so small business owners know about its free counseling services.</td>
<td>75% of start up and existing businesses located in Julesburg know about the SBDC counseling services located in Julesburg.</td>
<td>Chamber, Town, Sedgwick EDC, Retail Merchant Group, Community Banks, Library, Residents</td>
<td>Invite a Small Business Development Center (SBDC) counselor to travel to Julesburg on a periodic basis to offer free, confidential, one-on-one counseling.</td>
</tr>
<tr>
<td><strong>1-3 M</strong></td>
<td>Meet with the leadership at the library about centralizing small business resources.</td>
<td>A meeting takes place among the leadership of the town. They gather, discuss and finalize all small business resources to be centralized. They make a list of resources that the town lacks, and people volunteer time and energy to locate the resources.</td>
<td>Town, Chamber</td>
<td>Library, Sedgwick EDC</td>
</tr>
<tr>
<td><strong>1-3 M</strong></td>
<td>Library creates space for small business resources.</td>
<td>A place at the library is designated to hold all small business resources in one location for easy access for existing and potential entrepreneurs.</td>
<td>Library</td>
<td>Chamber, Retail Merchant Group, SBDC counselor</td>
</tr>
<tr>
<td><strong>1-3 mo and on-going</strong></td>
<td>Advertise the library's small business resources so the small business owners know where to go for help.</td>
<td>People start accessing the resources for small business. If there is a sign-in sheet at the library where the small business resources are located, the number of people utilizing the small business resources can be tracked.</td>
<td>Everyone: Chamber, Town, Sedgwick EDC, Retail Merchant Group, Community Banks, Library, Residents</td>
<td>Coordinate with the library centralize small business resources in on area for easy access to small business owners and potential entrepreneurs.</td>
</tr>
<tr>
<td><strong>1-3 mo and on-going</strong></td>
<td>Continually add resources as the become available.</td>
<td>The amount of small business resources begins to grow. This can include books, magazines, articles that are contributed to the library for use. There could be a box, or location, near the small business resources where people have the opportunity to contribute.</td>
<td>Library</td>
<td>Chamber, Retail Merchant Group, SBDC counselor</td>
</tr>
<tr>
<td><strong>3-6M</strong></td>
<td>Chamber to compile complete business listing</td>
<td>brochure for distribution</td>
<td>Chamber</td>
<td>All Businesses in community</td>
</tr>
<tr>
<td>Action Matrix</td>
<td>Downtown Colorado, Inc.</td>
<td>Julesburg, CRP 2010</td>
<td></td>
<td></td>
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<tr>
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<th>Recommendation</th>
</tr>
</thead>
<tbody>
<tr>
<td>6-12M</td>
<td>75% of Businesses in Membership</td>
<td>Chamber</td>
<td>All Businesses in Community</td>
<td></td>
</tr>
</tbody>
</table>

| 6-12M | Recreation Program | Create and Develop the Recreation program | ? | Town of Julesburg, Schools/Community at large |
| 3-12M | Engage the Youth in Development of Programs Downtown | Create Activity Wish List | Julesburg School District | Town of Julesburg, Youth Groups/Organizations, Schools |

### Design

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</thead>
<tbody>
<tr>
<td>1-3 mo</td>
<td>Convene a gathering to discuss what can be done with the town entry image.</td>
<td>Host meeting and present existing conditions, document the direction proposed and parties attending. A stakeholder committee is identified and schedules for meetings is set up.</td>
<td>Chamber and Town</td>
<td>I-76 businesses, Welcome Center, CDOT, Downtown Merchants and property owners</td>
</tr>
<tr>
<td>3-6 mo</td>
<td>Design direction is identified and plans prepared for this improvement</td>
<td>Plans are prepared and several meetings of the I-76 Entry committee are held to approve the direction.</td>
<td>I-76 Entry Stakeholder Committee</td>
<td>I-76 businesses, Welcome Center, CDOT, Downtown Merchants and Property Owners</td>
</tr>
<tr>
<td>6-12 mo</td>
<td>Simple phase one measures identified are implemented for the first summer.</td>
<td>Trash is picked up, buffer plantings are started, signage is cleaned up, vacant buildings are painted and a maintenance plan and budget is set up to insure compliance</td>
<td>I-76 Entry Stakeholder Committee</td>
<td>I-76 businesses, Welcome Center, CDOT, Downtown Merchants and Property Owners</td>
</tr>
<tr>
<td>6-12mo</td>
<td>Entry Signage to identify the Platte River Gateway to Historic Downtown Julesburg</td>
<td>The I-76 Gateway Stakeholder Committee develops master plans, or advertises for a designer, to develop design ideas for the Gateway monuments.</td>
<td>I-76 Entry Stakeholder Committee</td>
<td>I-76 businesses, Welcome Center, CDOT, Downtown Merchants and Property Owners</td>
</tr>
<tr>
<td>12-36mo</td>
<td>Entry Signage to identify the Platte River Gateway to Historic Downtown Julesburg</td>
<td>The I-76 Gateway Stakeholder Committee has awarded the design or design-build contract for construction of these monuments</td>
<td>I-76 Entry Stakeholder Committee</td>
<td>I-76 businesses, Welcome Center, CDOT, Downtown Merchants and Property Owners</td>
</tr>
<tr>
<td>0-6mo</td>
<td>Sedgwick County Improvement Project guidelines</td>
<td>The Downtown Retail Merchants review the Guidelines, review the character of downtown buildings and develop design guidelines that reflect the character of buildings and display style of the downtown core.</td>
<td>County EDC</td>
<td>Downtown Retail Merchants and County EDC</td>
</tr>
</tbody>
</table>

Design standards are developed and documented for future improvements.
### Action Matrix

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>0-12mo</td>
<td>Streetscape Master Plan for Downtown Julesburg</td>
<td>A Downtown Retail Merchant Design Committee is established and reviews the typical and precedents for what can be accomplished within a downtown.</td>
<td>Town</td>
<td>Downtown Retail Merchants, town, and County EDC</td>
</tr>
<tr>
<td></td>
<td></td>
<td>A team leader is identified and the committee looks toward a master plan for improvement</td>
<td>Downtown Design Committee, Town</td>
<td>Downtown Retail Merchants, town, and County EDC</td>
</tr>
<tr>
<td>12-24mo</td>
<td>Streetscape Master Plan for Downtown Julesburg</td>
<td>The Downtown Design Committee has developed a master plan for development, improvement and enhancement for the streetscape environment. Plan is adopted and initial &quot;low fruits&quot; are under construction</td>
<td>Downtown Design Committee, Town</td>
<td>Downtown Retail Merchants, town, and County EDC</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Resource may include the CSU-DOLA Technical Assistance Program or local planners.</td>
<td>Downtown Design Committee, Town</td>
<td>Downtown Retail Merchants, town, and County EDC</td>
</tr>
<tr>
<td>12-24mo</td>
<td>Streetscape Master Plan for Downtown Julesburg</td>
<td>historic Hippodrome south façade is studied and an improvement plan is identified and under construction or cleanup. Consideration of removal of or screening utility lines on that wall and installation of a historic character sign to ID the building location and importance.</td>
<td>Downtown Design Committee, Town</td>
<td>Downtown Retail Merchants, town, and County EDC</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Resource may include the CSU-DOLA Technical Assistance Program or local planners.</td>
<td>Downtown Design Committee, Town</td>
<td>Downtown Retail Merchants, town, and County EDC</td>
</tr>
<tr>
<td>0-12mo</td>
<td>Recreation Trails and Amenities Master Plan</td>
<td>A Julesburg Recreation Planning Committee is assembled which is tasked with addressing the natural amenities and potential recreation opportunities exist between I-76 and the community.</td>
<td>Town Recreation Staff</td>
<td>Town, School, Parks and other county and local recreation organizations and individuals</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Mapping of the amenities, importance to the community and coordination with State Parks for potential trails funding.</td>
<td>Town Recreation Staff</td>
<td>Town, School, Parks and other county and local recreation organizations and individuals</td>
</tr>
<tr>
<td>12-24mo</td>
<td>Recreation Trails and Amenities Master Plan</td>
<td>The Recreation Planning Committee has developed a master plan for the town that identifies easily built trail connections and outlines where future trail connections are needed. A Master Plan is developed and adopted by the community and County</td>
<td>Town Recreation Staff</td>
<td>Town, School, Parks and other county and local recreation organizations and individuals</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Resource may include the CSU-DOLA Technical Assistance Program or local planners.</td>
<td>Town Recreation Staff</td>
<td>Town, School, Parks and other county and local recreation organizations and individuals</td>
</tr>
<tr>
<td>24-48mo</td>
<td>Recreation Trails and Amenities Master Plan</td>
<td>The town has applied for State Trails planning and construction funds that can implement some of the first State trails network in NE Colorado.</td>
<td>Town Recreation Staff</td>
<td>Town, School, Parks and other county and local recreation organizations and individuals</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Coordination with State Parks, GOCO and other funding agencies to implement this program.</td>
<td>Town Recreation Staff</td>
<td>Town, School, Parks and other county and local recreation organizations and individuals</td>
</tr>
</tbody>
</table>

### Funding

<table>
<thead>
<tr>
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<tbody>
<tr>
<td>1-3 months</td>
<td>Restart the open Late Thursday night</td>
<td>Business license fee structure established</td>
<td>Julesburg</td>
<td>JRM (Retail Merch) and Chamber</td>
</tr>
<tr>
<td>1-3 months</td>
<td>Research Vendor/Booth fee structure</td>
<td>Vendor fee structure established</td>
<td>Julesburg</td>
<td>Chamber</td>
</tr>
<tr>
<td>12-18 months</td>
<td>Research Lodging Tax or Fee</td>
<td>Establish a Fee for Marketing the area</td>
<td>Chamber/JRM</td>
<td>Haxtun/ Chamber/ JRM</td>
</tr>
<tr>
<td>Shop Local</td>
<td>Action Item</td>
<td>Measurement of Success</td>
<td>Initiator</td>
<td>Potential Partners</td>
</tr>
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<td>-----------</td>
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</tr>
<tr>
<td>1-3 m</td>
<td>Town Council should declare a local purchasing priority.</td>
<td>Create a statement indicating that shipping and transportation costs will be recognized when reviewing bids for products and services.</td>
<td>Town Board</td>
<td>Businesses, Chamber, School, hospital</td>
</tr>
<tr>
<td>1-3 m</td>
<td>Consider grant opportunities for marketing and training to fund economic development activities.</td>
<td>Create database that looks at USDA, Colorado Tourism Office, and other resources as suggested by SBDC, SCORE, DCI, and the local EDC.</td>
<td>Chamber, school, and EDC</td>
<td>merchants, non-profits, schools, local government, DCI, SBDC</td>
</tr>
<tr>
<td>1-3 m</td>
<td>Hold a series of public meetings to discuss the plan for the shop local campaign</td>
<td>Attendance of all major non-profits, businesses, and government leadership. Sign in sheets and agendas. Create top five objectives for the campaign. Identify three measurements of success for each objective (and the timeframe when completion should occur).</td>
<td>Chamber</td>
<td>merchants, non-profits, schools, local government</td>
</tr>
<tr>
<td>1-3 m</td>
<td>Identify a catchy slogan for the campaign.</td>
<td>Review some other communities' campaigns. Hold a contest with the community voting on the top three campaign slogans.</td>
<td>Chamber</td>
<td>merchants, non-profits, schools, local government</td>
</tr>
<tr>
<td>3-6 m</td>
<td>Coordinate training for program creation.</td>
<td>Contact DCI, SBDC, EDC, or other entities to facilitate training. Incorporate feedback from other communities who have implemented a campaign to learn from their experience.</td>
<td>Chamber</td>
<td>merchants, non-profits, schools, local government, DCI, SBDC, EDC</td>
</tr>
<tr>
<td>3-6 m</td>
<td>Create communications plan and key messages for the campaign.</td>
<td>Complete a communications matrix for the whole program and communication strategy form for each audience group.</td>
<td>Chamber</td>
<td>merchants, non-profits, schools, local government, DCI, SBDC, EDC</td>
</tr>
<tr>
<td>3-6 m</td>
<td>Create survey or online system for businesses and producers to list all available products in one area.</td>
<td>Directory of businesses with map and contact information exists. List of products available in town listed by business and product type.</td>
<td>Chamber</td>
<td>merchants, non-profits, schools, local government, DCI, SBDC, EDC</td>
</tr>
<tr>
<td>3-6 m</td>
<td>Engage youth in project to conduct business survey to assess business hours, needs, and willingness to participate in local coupons or collaborative marketing.</td>
<td>Completed database (or spreadsheet) of businesses that records all data collected and highlights the discounts and deals they are willing to promote for local shoppers as well as regional shoppers.</td>
<td>Chamber, school, and EDC</td>
<td>merchants, non-profits, schools, local government, DCI, SBDC</td>
</tr>
<tr>
<td>3-6 m</td>
<td>Engage business in project to conduct customer survey to assess desired products, ideal shopping times, and willingness to purchase local if additional products or discounts are available to locals.</td>
<td>Completed database (or spreadsheet) of customer responses that records all data collected. Data is analyzed to identify what current businesses can do to better meet the needs of locals.</td>
<td>Chamber, businesses, and EDC</td>
<td>merchants, non-profits, schools, local government, DCI, SBDC</td>
</tr>
<tr>
<td>6 + m</td>
<td>Enlist designer to take the messages and data and create attractive online and print materials for distribution.</td>
<td>Collateral materials are available online and in local venues</td>
<td>Chamber, school, and EDC</td>
<td>merchants, non-profits, schools, local government, DCI, SBDC</td>
</tr>
<tr>
<td>6 + m</td>
<td>Continue to hold stakeholder meetings with a representative from each key group (non-profits, businesses, schools, local government, etc.)</td>
<td>Conduct evaluation of program every 6 months and implement improvements regularly. Agenda and sign in sheets exist. Agenda includes suggestions for program growth and improvement.</td>
<td>Chamber</td>
<td>merchants, non-profits, schools, local government, DCI, SBDC, EDC</td>
</tr>
</tbody>
</table>
Small Towns Shop Local Campaigns
Many communities in Colorado are looking to create a buy local campaign, especially for small towns. Shop local is more than a slogan or a flyer that you begin posting around town. It is a campaign to help businesses develop a larger and more loyal customer base, enhance knowledge of local products and services, change behavior and understanding of the community, and engage the community in supporting the community.

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

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

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

Step 2: Determine the best slogan
Some common phrases chosen by communities are Buy Local First, Buy Local, Shop Local, Homegrown, Stay Local, and Buy Close By. Determine which best suits your town or create your own unique slogan. Some examples are:
- Colorado Springs: There is only one Downtown
- Boulder: Love the Local
- Parker: Go to Town
- Brush: Don't Rush through Brush

Step 3: Promote your most powerful benefits
There are numerous lists of the benefits to shopping locally available online or at Downtown Colorado, Inc. It is useful to have short bullet points and longer more detailed explanations. Here are some benefits that are often highlighted:

- Educate consumers on shopping local to support local community services. Shopping local is frequently becoming an ethical decision for consumers who want to reinvest in their communities. Teach people the benefits of voting with their dollars locally by educating them on how shopping locally positively impacts their community. Both Golden and Boulder have created online web pages to do just this. Explain that local services such as local law enforcement, fire, libraries, and schools are funded by sales tax dollars. Highlight that spending in the community, helps to keep your community top notch. Spending elsewhere supports someone else’s school.

- Highlight that your economy is local. Just telling people to “shop local” may not change behavior. Many communities have noticed greater impacts when the businesses and customers can easily see the impacts of their spending. Some ideas for achieving these results are to create spending local cards, or “cash,” or somehow mark a certain number of bills that will be spent in the community.
Some chambers might have cash prizes at events with a request that dollars be spent locally. The prizes can be given out in only $2 bills so that each merchant will notice the bills when they come through the system. Some communities create “dollars” that act as coupons or collect receipts from local stores equaling a certain amount. Merchants who track local spending can redeem coupon, or customers who have receipts from all merchants in town might qualify for a drawing.

Additional examples include:
- Lake City DIRT Dollars
- Brush Chamber Bucks

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

- **Traveling costs money and gas.** Spending locally is more affordable and environmentally beneficial. Lots of small town residents are accustomed to driving distances to shop. Use this campaign as a way to encourage your community to be green, save money, and save the gas by shopping at home.

- **Design a printed directory for your downtown and distribute it.** It is important to have an online directory, but for those who are wandering through downtown, a printed guide can be a big help to encourage shopping. Check out Denver's Old South Pearl Street guide for a good example. Many downtowns also build a large downtown directory, similar to what one might see in a mall.

- **Share the news of what you have in town.** All over the state we hear how small towns may not have everything that people need. Downtowns are different than they once were; they may not all be able to provide thread or socks, or other day needs. There will always be things that people need to leave town to find. But you might even surprise yourself with what you do have. Ask local businesses to provide a list of “Did you know we have?” and highlight each store on-line or through local outlets to inform the community of things that can be found locally.

**Step 4: Develop strong collateral materials**
Just because resources are tight in a small community doesn’t mean your can’t make a big splash with a few targeted materials. A window sticker or sign is one way to involve merchants and create an attention-gaining visible presence in the downtown. If resources permit, the shop local logo or stickers can be added to local directories, maps and signage, t-shirts, and kiosks or bus stops. Part of the campaign materials might also include a buy local coupon book and/or punch cards, and a short postcard showing the benefits of spending in the community.

**Step 5: Start with a bang-up media campaign**
One of the benefits of small towns is familiarity with the local newspaper. To ensure that your message gets out, ask if it will be possible to write the article for them and also draft a press release for the newspaper, television, and radio if applicable. Interviews will give you a chance to provide more details of the how and why of the program. Consider having a shop local table at any and all local events; give balloons to kids and use the opportunity to talk to their parents. Work with merchants to develop retail events that can be combined with the shop local initiative.
In-store events will allow you to further distribute the materials already developed as well as promote the stores’ events. Nonprofits, rotary, chambers, downtown business associations, libraries, museums, and schools are also important partners in a shop local campaign. Provide all partners with materials, lists of events, and have regular meetings to share information. When possible, present the campaign to membership groups at monthly meetings. Press coverage is often more effective than advertising.

Don’t forget to use your existing website and promotional materials to promote the campaign. Use your social media tools as well. If you have a Facebook page or group, use it to promote the shop local campaign. Community support will begin to grow as you build your shop local campaign in these new and highly utilized medium. Visit Facebook and search “Buy Local” or “Shop Local” to find examples of how to set up this information.

**Step 6: Measure Success (Know when you have succeeded)**
Once you begin the campaign, you want to be able to point to the success of it, or be able to identify areas that need adjustment or need to be strengthened. The best way to do that is to ask questions of your community, both residents and businesses, most often through a survey or similar questionnaire. You can find examples of surveys almost anywhere, from local community colleges to small business development centers, or even the Office of Economic Development and International Trade. And if you don’t have the manpower to conduct the survey or gather the results, students in marketing or business classes may be available at little or not cost.

It is good to conduct a survey or assessment three to four months into the program, and again another after about a year. Developing a good survey is challenging. Consider what you want to know and don’t ask unnecessary questions.

For community members:
- Are you aware of the shop local campaign?
- Where did you hear or learn about the campaign?
- Have you changed where you buy any items because of it?
- Have you visited local businesses you don’t normally shop at?
- Have you spent more money and time in town? How much each month?
- Were you surprised by anything facts you learned or the products available in town?
- What would you change about the campaign?

For businesses:
- Has your business benefited from the campaign?
- Have revenues and customers increased? By how much each month?
- Have customers referred to the buy local campaign?
- Have you met new customers?
- Would you recommend a campaign to other communities?
- Will you continue to participate in the campaign?
- What would you change about the campaign?

**Step 7: Be sure that you can replicate and expand the Shop Local campaign**
If you can do the initial steps successfully, it will be important to consider how to further grow the program. Some ideas include:
Business-to-business local transactions. Talk to your businesses to determine which supplies and services they purchase regularly and where they are purchasing. If you can find out what materials and products your local companies need, as well as what is available locally, you can encourage local businesses to order from local sources.

Look for opportunities to do group purchasing for things that aren't sold locally. It is possible to arrange for group purchases to save money on shipping and reduce costs by buying in bulk. All your local businesses benefit from the lower price and relationship that is established.

Consider how to reward local purchasing. This might start with the town council adopting a policy to account for lower shipping and transportation costs when assessing local bids. It is also worthwhile just to remind local governments about the buying local policy. Keep it fresh by offering announcements or gift certificates to local stores if people take special initiatives to participate in the buy local program.

Make sure to highlight government services to buy local. This might be stamps at your local post office, support for your local utilities and civic services, and highlighting some of the products that the school or library offers.

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

Bonus: Sample list of 10 reasons to shop local
1. Dollars you spend locally support vital public services (schools, fire, police, libraries, ambulance, etc.) in our town and county.
2. Your community is unique, and the independent, one-of-a-kind businesses that your small town houses are an important part of your distinctive character. Local ownership ensures that important decisions are made locally by people who live in the community and who will feel the impacts of those decisions.
3. Small communities allow you to grow a relationship with your local merchants. They can get to know you, and address the needs and preferences of the community.
4. Local merchants care about and invest in the local community. They contribute to events, school fundraisers, and invest dollars back to local groups and charities.
5. Your local purchases support local jobs.
6. When you shop at one local merchant, you're supporting other businesses as well because banks, restaurants and other business cluster around local shops.
7. Local shops are more accessible for the community, the elderly, young, and those without transport.
8. You save money by shopping at home in driving time, gas, and you'd be surprised how often the retail prices are lower, too.
9. You can reduce your environmental impact by cutting out transportation times for purchases.
10. Your purchases support new entrepreneurs and skilled workers and preserve the unique businesses and distinctive character of the town.
ELEMENTS FOR DOWNTOWN ECONOMIC & COMMUNITY DEVELOPMENT

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

MENU OF TECHNICAL ASSISTANCE

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

PROMOTION
• Marketing and Branding Review
• Developing marketing and branding strategies
• Review and critique of current event promotions
• Special event development
• Development of appropriate promotions strategies
• Hospitality Training for Hotel and Restaurant Staff
• Strategic Event Planning

DESIGN
• Design and Historic preservation assessment
• Providing local design assistance
• State and National historic designation process
• Certified Local Government
• Streetscape plan review
• Do we need a plan? What type (i.e. design, market-based, etc.)?
• Infill construction
• Parking and traffic strategies
• Creating a façade improvement program
• Creating design guidelines
• Merchandising and window displays
• Conducting a windshield survey and inventory of historic properties

ECONOMIC RESTRUCTURING
• Understanding the market analysis process and its applications
• Understanding how to develop a marketing plan for downtown
• Business development strategies
• Creating market niche strategies
• Business mix and clusters analysis
• Funding mechanisms for downtown revitalization – alphabet soup
• Project feasibility – right project at the right site?
• Creating economic incentive
### Stake Holder Analysis

**Steps:**

1. List desired downtown participants across in the left hand column.
2. List what their interest might be in the success of downtown in the “Stake or Interest” column. Record if the stakeholder is supportive, how important are they to the success of the project or organization, what you would like to have them contribute, what would be the best approach to contact them, and who should make the contact.
3. Develop a plan for communicating with each stakeholder and execute.

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<thead>
<tr>
<th>Stakeholder for Project</th>
<th>Stake or Interest</th>
<th>Supportive of Project</th>
<th>Relative Importance</th>
<th>Potential Contribution or Withholding</th>
<th>Approach/Responsible</th>
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Identify Potential Volunteers by Stakeholder Groups

Steps:

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

<table>
<thead>
<tr>
<th>Volunteer Source (individual or organization)</th>
<th>Business Owners</th>
<th>Property Owners</th>
<th>Neighborhood Residents</th>
<th>Government</th>
<th>Media</th>
<th>Utilities</th>
<th>Civic Groups</th>
<th>Youth/Schools</th>
<th>Preservationists</th>
<th>Financial Institutions</th>
<th>Religious Organizations</th>
<th>Design Professionals</th>
<th>Institutions</th>
<th>Community/Economic Dev. Organizations</th>
</tr>
</thead>
</table>
Potential Project Partners

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

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<tr>
<th>Stakeholder groups</th>
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<th>Projects/Events</th>
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### Sample Strategic Event Planning Matrix

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

<table>
<thead>
<tr>
<th>Objective Event ▼</th>
<th>Community</th>
<th>Kid friendly</th>
<th>Fund Raising</th>
<th>Traffic Generating</th>
<th>Promotes Retail</th>
<th>Restaurant Downtown Component</th>
<th>Green Initiatives</th>
<th>Historic Accentuated</th>
<th>Lead Org</th>
<th>Partner Orgs</th>
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**Primary Demographic Groups** 1.Local 2.Surrounding Area 3.Regional 4.Larger area
## Sample Strategic Event Planning Calendar

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

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240 South Broadway, Suite 201, Denver, Colorado 80209 F 303.282.0625, F 303.282.0658 info@downtowncoloradoinc.org / www.downtowncoloradoinc.org
Basic Responsibilities of Nonprofit Boards

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

Responsibilities of a Board Member

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

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

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

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

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

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

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

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

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

1 "Ten Basic Responsibilities of Nonprofit Boards," published by the National Center for Nonprofit Boards, Washington, DC 20036.
http://www.ncnb.org
- Chair a standing board committee;
- Attend board meetings as regularly as possible;
- Sponsor a publication;
- Provide a service to the organization such as donating frequent flyer miles, designing the website or database, providing printing and/or design services or volunteering to help staff the conference;

EVERY BIT HELPS!

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

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

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

Board Officer Job Descriptions

Basic Board Member Job Description
1. Regularly attends board meetings and important related meetings.
2. Makes serious commitment to attend at least 1-2 events per year.
3. Volunteers for and willingly accepts assignments and completes them thoroughly and on time.
4. Stays informed about board and committee matters, prepares well for meetings, and reviews and comments on minutes and reports.
5. Gets to know other board and committee members and builds a collegial working relationship that contributes to consensus.
6. Is an active participant in the board's annual evaluation and planning efforts.

Board President Job Description
1. Serves as a member of the Board
2. Serves as a partner with the Executive Director in achieving the organization’s mission
3. Provides leadership to the Board of Directors, who sets policy and to whom the Executive Director is accountable.
4. Presides over meetings of the Board after developing the agenda with the Executive Director.
5. Encourages Board's role in strategic planning
6. Appoints the chairpersons of committees, in consultation with other Board members.
7. Discusses issues confronting the organization with the Executive Director.
8. Helps guide and mediate Board actions with respect to organizational priorities and governance concerns.
9. Reviews with the Executive Director any issues of concern to the Board.
10. Monitors financial planning and financial reports.
11. Formally evaluates the performance of the Executive Director and informally evaluates the effectiveness of the Board members.
12. Evaluates annually the performance of the organization in achieving its mission.

---

2 The following descriptions were adapted from materials from BoardSource
13. Performs other responsibilities assigned by the Board.

**Board Vice-President Job Description**

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

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

**Board Secretary Job Description**

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

**Board Treasurer Job Description**

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

**Committee Chair Job Description**

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

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

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

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

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

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

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

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

Name:    Title:

I. Performance in major areas of responsibility

<table>
<thead>
<tr>
<th></th>
<th>Does not meet</th>
<th>Meets</th>
<th>Exceeds</th>
<th>Far Exceeds</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project/Event Management</td>
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<td></td>
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<td></td>
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<tr>
<td>Donor/Member Relations</td>
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<td></td>
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<tr>
<td>Support to the Board of Directors</td>
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<td></td>
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<tr>
<td>Support to the Committees</td>
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<tr>
<td>Public Relations/Outreach</td>
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<tr>
<td>Other:</td>
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<td>Other:</td>
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<tr>
<td>Other:</td>
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</tbody>
</table>

II. Comments about Staff Performance

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

IV. Identify any areas of performance which need improvement:

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

<table>
<thead>
<tr>
<th>Employee</th>
<th>Date</th>
<th>President</th>
<th>Date</th>
</tr>
</thead>
</table>
I. ONGOING RESPONSIBILITIES: summarize the basic and ongoing functions of the job that recur annually, as stated in the current job description:

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

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

IV. Signatures

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

60
**Succession Planning Matrix**

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

<table>
<thead>
<tr>
<th>Leadership Position</th>
<th>Name</th>
<th>Time remaining in term</th>
<th>Who will replace them?</th>
<th>Is the successor confirmed?</th>
<th>Necessary next steps to ensure a smooth transition</th>
</tr>
</thead>
<tbody>
<tr>
<td>President/Chair</td>
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<tr>
<td>Vice President/Chair</td>
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<tr>
<td>Secretary</td>
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<tr>
<td>Treasurer</td>
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</tr>
<tr>
<td>Design Committee Chair</td>
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<tr>
<td>Organization Committee Chair</td>
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<tr>
<td>E.R. Committee Chair</td>
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<tr>
<td>Promo. Committee Chair</td>
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<tr>
<td>Significant Business 1.</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Significant Business 2.</td>
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<tr>
<td>Other:</td>
<td></td>
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<tr>
<td>Other:</td>
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</tr>
</tbody>
</table>
## Communications Strategies

<table>
<thead>
<tr>
<th><strong>Everyone</strong> <em>(Bare)</em></th>
<th><strong>Website</strong></th>
<th><strong>Social Media</strong></th>
<th><strong>Marketing/ Advertising</strong></th>
<th><strong>Special Events</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Create one website for communities/downtown to market. Consider something clever. Websites are among today's most important tools for communicating</td>
<td>Linked to website as a way to drive traffic to website, communicate up-to-date information Get youth involved in using these mediums to market the communities?</td>
<td>Create well established identity and package for branding Engage the communities in the role out of a joint marketing campaign</td>
<td>Concentrate on year-round activation with emphasis on shoulder seasons</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Community Members</strong></th>
<th><strong>Website</strong></th>
<th><strong>Social Media</strong></th>
<th><strong>Marketing/ Advertising</strong></th>
<th><strong>Special Events</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Community events calendar Community news and projects Community resources Community business listings Newsletter opt-in</td>
<td>Facebook</td>
<td>Shop Local campaign Standard window posters, in restaurant table tents or placemats, etc. Bill stuffers to promote community events and business Community member discount cards</td>
<td>Create special events task force consisting of Merchants Assoc., Chamber, community members, and businesses. Conduct an analysis of events, develop strategic initiatives Event planning matrix – meet goals for audience, year-round activation</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Day-cation Visitors</strong></th>
<th><strong>Website</strong></th>
<th><strong>Social Media</strong></th>
<th><strong>Marketing/ Advertising</strong></th>
<th><strong>Special Events</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>What do they need to plan a trip for a day? Package experiences/ build an itinerary Maps (of businesses, historical trails &amp; walks, recreational amenities, etc.)</td>
<td>“Twisitor Center” – visitors can send in questions about the community via Twitter and get responses</td>
<td>Target marketing to key visitor areas (via ads/ billboards), tour bus groups, etc. Printed map(s) Strengthen Visitor’s Center?</td>
<td>Event series released in advance with cooperative ideas Unique experiences at camps for day visitors Bring people to town for the day or evening</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Destination Visitors</strong></th>
<th><strong>Website</strong></th>
<th><strong>Social Media</strong></th>
<th><strong>Marketing/ Advertising</strong></th>
<th><strong>Special Events</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Vacation planner Lodging resources in the region Links to other visitor sites</td>
<td>Flickr (gorgeous pictures of the town or view)</td>
<td>Targeted viral marketing for key interest groups Visitor Info Packet</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Business Owners/ Investors/ Entrepreneurs</strong></th>
<th><strong>Website</strong></th>
<th><strong>Social Media</strong></th>
<th><strong>Marketing/ Advertising</strong></th>
<th><strong>Special Events</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Data about communities to encourage new business development Package “doing business” information</td>
<td>Training to diversity with online businesses Social media training for businesses, link them to main website</td>
<td>Market free business training &amp; support (i.e. merchandising, basic customer service and hospitality training) Focus on consistent weekend hours Business Plan Contest Package “doing business” information for print</td>
<td>Signature event as business development strategy</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Orgs (Govt, Chamber, Non-Profits, etc.)</strong></th>
<th><strong>Website</strong></th>
<th><strong>Social Media</strong></th>
<th><strong>Marketing/ Advertising</strong></th>
<th><strong>Special Events</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Common place to post info about projects, community news</td>
<td>All use same tools (one go to place for community to find latest news)</td>
<td>Create and market similar business incentive policies between the two communities</td>
<td>Monthly informal meetings to share info w/ &amp; get input from businesses Business planning/entrepreneurs training by SBDC</td>
</tr>
</tbody>
</table>
5 Steps to Successfully Plan for Your Community Meetings

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

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

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

3. Create your message. There are a variety of ways for communities to reach their populations. Some communities put an announcement in the local newspaper and others include an announcement with local utility bills. Below is a listing of basic mediums you should prepare for use. Be sure to include an email address or phone number for attendees to RSVP or ask questions.
   - Personal invite/letter
   - Press release
   - Flyer
   - Website page or posting
   - 30-60 second verbal presentation that volunteers can make in person

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

<table>
<thead>
<tr>
<th>Local government (e.g., city and county officials):</th>
<th>Business owners:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Email or mail a letter detailing the process and inviting participation</td>
<td>Email or mail a letter detailing the process and inviting participation</td>
</tr>
<tr>
<td>Follow-up phone calls to reiterate invite</td>
<td>Follow-up phone calls to reiterate invite</td>
</tr>
<tr>
<td>Send a press release</td>
<td>Send a press release</td>
</tr>
<tr>
<td>Create a flyer to be posted</td>
<td>Create a flyer to be posted</td>
</tr>
<tr>
<td></td>
<td>Visit in person</td>
</tr>
<tr>
<td></td>
<td>Ask to leave flyers for customers</td>
</tr>
</tbody>
</table>
Other local government and organizations (e.g., police departments, school district, library district, chamber of commerce, convention & visitors’ bureau, volunteer associations, business associations, seniors groups and hospitals):
- Email or mail a letter detailing the process and inviting participation
- Follow-up phone calls to reiterate invite
- Send a press release
- Create a flyer to be posted both for employees and for visitors
- Send a flyer home to parents through the schools

Local newspapers:
- Send a press release
- Contact a reporter to promote the downtown assessment visit prior to the day and to cover the story the day of the event
- Contact the calendar editor to have it published in the calendar online and in print
- Place an announcement in the paper

Local radio:
- Send a press release
- Contact station producer to ask if they will interview a community spokesperson about the upcoming event
  - Be sure to provide the station producer with a list of questions to ask interviewee
  - Be sure to provide the interviewee with the same list of questions AND the answers
- Ask the radio station to post information on its website

Local television:
- Send a press release
- Contact a reporter to promote the meeting prior to the day and to cover the story the day of the event
  - Be sure to provide the station producer with a list of questions to ask interviewee
  - Be sure to provide the interviewee with the same list of questions AND the answers
- Ask the TV station to post information on its website

Online:
- Post the information on your city’s website
- Ask county officials to post the information on their website
- Ask local organizations to post the information on their website
- Post the information on social media sites your community uses, e.g., Facebook, Twitter

Flyers:
- Post flyers at local libraries, post offices, museums, municipal buildings, and local businesses (e.g., coffee shops)

5. Plan your agenda carefully. Give careful consideration to when it will be most convenient for community stakeholders to attend meetings. You want to encourage maximum participation in the process. For example, if you have a large commuter population, be sure to hold a focus group in the evening; if you have a large business-owner population, hold a focus group after business hours.
Sample Press Release

FOR IMMEDIATE RELEASE

CONTACT: NAME, TITLE
CITY
PHONE, EMAIL

CITY NAME to Participate in Community Revitalization Partnership Technical Assistance Visit with Department of Local Affairs and Downtown Colorado, Inc. Community Members Encouraged to Participate in Focus Groups on DATE

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

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

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

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

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

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

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

# # #
Communications Planning Form

Today’s Date: ______________ Organization/Contact: ____________________________________________________________

Email: ______________________________________ Phone #: ____________________________________________________________

Event Title/Topic to promote & Description: _________________________________________________________________
_____________________________________________________________________________________________________
_____________________________________________________________________________________________________
Date(s) Needed: ________________

Goals & Objectives

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

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

Target Audience:

☐ General public
☐ Youth
☐ Special Interest: students
☐ Veterans
☐ Retirees
☐ Local Non-Profits, Churches, Associations
☐ Business Owners
☐ Property Owners
☐ Downtown Employees

☐ County Government
☐ Local Government
☐ Community partners/agencies
☐ Neighboring Communities
☐ Educational institutions
☐ Developers
☐ Media
☐ Boards & Commissions
☐ Other

Geographic:

☐ Downtown
☐ All of Town
☐ Neighboring Communities
☐ All County

☐ Mountain Communities
☐ Front Range
☐ All Colorado
☐ Neighboring State

Message to communicate:

- Talking point 1
- Talking point 2
### Talking point 3

Desired result

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

### Outreach to Consider:

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

#### Media Options to be used

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

**Social Media (coordinated by Dan Rowland)**
- Website (internal/external)
- Blogs
- Facebook/Twitter/Youtube
- LinkedIn

### Handouts and other collateral to be used

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

### Internal communications

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

### Distribution:

- Downtown Director
- Board of Directors
- Town Government
- All town
- Sponsors
ORGANIZATIONS TO REVIEW (Information, Technical assistance, Funding)

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

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

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

Town Clerk Muriel Nelson  

Sedgwick County EDC Director Trish Stever  

**Sedgwick County EDC Board** – President Bob Moist, Barb Palmer, Nancy Sauder, Richelle Schneider, Bev Hollingsworth, Dennis Kaan, MacKenzie Ault, Jay Goddard, Kevin VanZee, Patty Carter, Travis Bumgardner, Butch Stone, Vickie Sandlin, Kerri Dolshall, Pat Wottemath  

**Town Board of Trustees** – Mayor Mark Turner, Trustees Todd Blochowitz, Rex Nicolaus, Randy Renquist, Michael Smith, John "Wes" Smith, Donna Wall  

**County Commissioners** Gene Bauerle, James Beck, Glen Sandquist  

**Library Board** – Jean Williamson, Catharine Amy, Katherine Miles, Tracy Gerk, Peggy Cumming  

**Fire Dept.** - Chief Toby Heath & Members  

**Rotary** – President Mary Rice, Vice-President Travis Bumgardner, Treasurer Mike Benson, Secretary Daphne Davis  

**School Administration** – Superintendent/High School Principal Shawn Ehnes  
Elementary Principal Rhonda Palic  

**School Board** – Doris Heath, Kyle Kline, Stacie Olson, Jane Kipp, Marvin Trennepohl, Edward Orth  

**Sedgwick County Health Center** – CEO Dave Garnas, Board Members – Jay Goddard, Jim Engelker, Ken Hodges, Jim Carlson, Chuck Powell, Ron Hendrickson, Clark Bernhardt, Thelma Sandquist, Anita Nein  

**Gateway Foundation Board** – Mike Benson, Catharine Amy, Shirley Hughes, Fred Kosman, Pat Hite. Jim Carlson, Tom Olsen, Bob Heuerman, Nancy Lanckriet, Clark Bernhardt  

**Julesburg Housing Authority Board** – Executive Director Alice Osborne, Charlotte Buettenback, Shirley Hughes, Margaret Cole, Harold Blecha  

**Ministerial Alliance** – Alan Harris, Leighton Vary, Kristi Firme, Art Roth, Larry Crooks, Eric Vary, Frank and Ivy Joy Johnson  

**Chamber of Commerce** – President Richelle Schneider & Members  

**Hippodrome Board** – Executive Director Anna Scott, Connie Loos, Butch Renquist, Marty Beck, Kay Blochowitz, Shawna Mason, Sherri Hinde, Conner Warner, Lora Bierman, Vic Johnson, Jr., Stacie Olson, Carol Stephens
Fort Sedgwick Historical Society – President Doris Heath, Vice-President Dallas Williams, Secretary Betsy Marquardt, Members Jim Allen, Hildy Blake, Rick Ingwerson, Craig Nicolaus

Sedgwick County Planning Committee – County Assessor Robert Johnson, Members Chad Henschel, Pat Woltemath, Todd Blochowitz, John “Wes” Smith

JULIEsburg retail merchants (jrm)
active members:
Abts pharmacy
All That Jazz llc (Dollar Store, Gift Shop, Coffee House, All That Jazz Viaero)
Benson Ag Land Realty & Bubbles Car Wash
Budget Host Platte Valley Inn
Coffman’s Furniture & BDM Collectibles
Creative Beginnings
Cumming Realty LLP
Draco Grain
Farmers Grain Company
J & J Liquor
Julesburg Family Market
Lowery Oil Co & Wagon Wheel Gifts
S & W Auto Supply
Sedgwick County Lumber
Stone Motors
Twisted Turtle Liquor

seasonal members:
Ice Cream Coach
Dan’s Greenhouse
Downtown Julesburg Community Revitalization Partnership (CRP) Program

Nov 9-10, 2010
Sponsored by the Colorado Department of Local Affairs (DOLA) & the Town of Julesburg
in partnership with Downtown Colorado, Inc. (DCI).
Partially supported by the State Historical Fund and USDA Rural Development.

Team Members
- Clint Cresawn, Colorado Rural Health Center
- Katherine Correll, Downtown Colorado, Inc.
- Christy Culp, Department of Local Affairs
- Greg Etl, Department of Local Affairs
- Marie Ryan, Colorado Small Business Development Center (SBDC)
- Mike Tupa, CSU/DOLA Community Technical Assistance Program

Downtown Colorado, Inc. (DCI)

<table>
<thead>
<tr>
<th>Advocacy &amp; Information</th>
<th>Education</th>
</tr>
</thead>
<tbody>
<tr>
<td>Membership</td>
<td>Annual Conference</td>
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<tr>
<td></td>
<td>Issue Forums</td>
</tr>
<tr>
<td></td>
<td>Downtown Institute</td>
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<thead>
<tr>
<th>Services</th>
</tr>
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<tbody>
<tr>
<td>Downtown Assessment Visits</td>
</tr>
<tr>
<td>On-Site Training/Discussions</td>
</tr>
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</table>

<table>
<thead>
<tr>
<th>Programs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Development &amp; Improvement Districts Program</td>
</tr>
<tr>
<td>Main Street Program</td>
</tr>
</tbody>
</table>

Downtown Julesburg
Heart of the Community

Downtown

Specific Resident Groups
Nearby Towns
Businesses
Residents
Tourists
Schools
Non-Profit
Downtown

Main Street Four Point Approach

Downtown Julesburg

Four Point Approach

Community Engagement

Downtown Julesburg
Focus Group Participants

- Assisted living
- Businesses
- Campbell Foundation
- County Government
- CSU Extension
- EDC
- Elected officials
- Farmers and Ranchers
- Financial institutions
- Healthcare providers
- Hippodrome
- Historical Society
- Hospital
- Julesburg Advocate
- Julesburg Housing Authority
- Julesburg Library Board
- Julesburg schools
- Local merchants
- Ministerial Alliance
- Nursing home
- Platte Valley schools
- Pharmacy
- Residents
- Service organizations
- Social Services
- Town Governments
- Welcome Center

Downtown Julesburg

Observations

- Hospital/Care facilities
- Grocery store
- Location to transportation systems
- Hippodrome
- Engaged community
- Great schools
- On-line school opportunities
- Active non-profits
- Safe
- History
- Great place to raise a family
- Opportunities for youth

Downtown Julesburg

Observations

- Decreased population/school enrollment
- Limited purchasing opportunities
- Limited employment opportunities
- Inconsistent marketing/informational outlets
- No connections between employers and employment organizations
- Customer Service
- Limited support for local businesses
- Hours of operation for businesses does not meet needs of community
- Failure to toot the town horn

Downtown Julesburg
Observation: There is no concise focus on developing and supporting Julesburg specifically.

Recommendation: Identify a Julesburg Champion to assist in focusing resources for goals set by the larger community.
Items for Annual Evaluation

Mission/Vision: Statement of Purpose

Staff and Committee Work Plan Objectives: Clear tasks, timeline, deliverables, budget, and accountability.

Staff and Committee Evaluation Process: Annual review process, goal setting, and recognition.

Meetings: How is agenda set, minutes distributed, and reports shared with board, town/county, businesses, and residents.
Observation: Julesburg does not have funds dedicated to revitalization downtown.

Recommendation: Consider options for financing mechanisms including a lodging tax or fee.

Observation: There are a lot of resources in town that are being disbursed broadly.

Recommendations:
• Dedicate resources to downtown.
• Develop one point of focus and one entity to ensure that resources are dedicated to downtown.
• Establish a more targeted vision for local contributions, making sure they lead towards a few thoughtful goals.

Observation: The number of entities working on issue areas indicates high levels of duplication and inefficient use of overall resources to achieve given objectives.

Recommendations:
• Increase communication and collaboration between organizations.
• Develop a mechanism for incorporating social services and community organizations and members into visioning process.
Coalitions and Partnerships

<table>
<thead>
<tr>
<th>Stake holder</th>
<th>Interest</th>
<th>Support</th>
<th>Import (1-5)</th>
<th>Contribution</th>
<th>Approach</th>
</tr>
</thead>
<tbody>
<tr>
<td>Local Govt.</td>
<td>Econ/Dev</td>
<td>Y</td>
<td>5</td>
<td>Communications &amp; Funding</td>
<td>Formal Presentation to City Council</td>
</tr>
<tr>
<td>Church or Non-Profit</td>
<td>Ability to pursue grants</td>
<td>Y</td>
<td>3</td>
<td>Info Distribution &amp; Volunteers</td>
<td>Informal: Fliers and Email Invitations</td>
</tr>
<tr>
<td>Community College</td>
<td>Image Building</td>
<td>N</td>
<td>4</td>
<td>Meeting Space &amp; Volunteers</td>
<td>Formal Proposal and Presentation</td>
</tr>
<tr>
<td>School Administration</td>
<td>Leadership Program</td>
<td>N</td>
<td>3</td>
<td>Info Distribution, Meeting Space &amp; Volunteers</td>
<td>Formal Letter, Invitation, Meeting</td>
</tr>
</tbody>
</table>

Downtown Julesburg

Organization
Observation: Volunteer resources are also broadly disbursed.
Recommendation:
- Develop a clearinghouse of community-wide volunteer opportunities with job descriptions, training programs, and combined appreciation efforts.

Volunteer Identification

<table>
<thead>
<tr>
<th>Person</th>
<th>Skill</th>
<th>Fundraising</th>
<th>Accounting</th>
<th>Graphic Design</th>
<th>Marketing</th>
<th>Writing</th>
<th>Legal Expertise</th>
<th>Public Speaking</th>
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<tbody>
<tr>
<td>Ben</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rhonda</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>John</td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Karl</td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Jane Miller</td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sharon</td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bradley</td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>

Downtown Julesburg
Observation: There is an assumption that everyone knows what is going on in town.

Recommendation:
- Create a communications mechanism for businesses, organizations, residents, and government to regularly and formally share news, events, and planning processes with one another.
- Coffee and conversation.
- Create a formal mechanism for gathering community input and letters of support for grant applications and additional resource development.

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

Promotions
Observation: The Town of Julesburg has a rich history and story that is not being told.

Recommendations: Work to establish a clear identity and clarify the messages you are sending to residents, businesses, regional and statewide audiences.
Promotions

- Conduct community visioning and branding process.
- Focus efforts on building awareness, visual identity, and programming specific to downtown Julesburg.
- Connect the organizations and businesses through website, materials, and regular meetings to clarify roles and mission within the community and county.

Communication Spheres

<table>
<thead>
<tr>
<th>Audience</th>
<th>Website</th>
<th>Social Media</th>
<th>Advertising</th>
</tr>
</thead>
<tbody>
<tr>
<td>Everyone</td>
<td>Website for communities or projects to market.</td>
<td>Linked to website, Communicate up-to-date information, Youth involved</td>
<td>Identity and branding, Engage the community in joint marketing campaign</td>
</tr>
<tr>
<td>Community</td>
<td>+Community news and projects +Community resources +Newsletter opt-in +Community business listings</td>
<td>Highlight successes, Invite input, Ask for support, Link to similar projects</td>
<td>Bill stuffers to promote community events and business, Community member discount cards</td>
</tr>
<tr>
<td>Partners</td>
<td>+List and link all partners +Create partner information downloads</td>
<td>Consistent sharing of up-to-date information on project and about partners</td>
<td>Utilize other advertising initiatives to promote your project</td>
</tr>
</tbody>
</table>

Public Relations and Outreach

Communications Strategy
Promotion

Observation: Julesburg is lacking a central distribution point for promotional materials.

Recommendations:
• Utilize one website as the central portal of information for all activities, events, services, and other information for locals and visitors.
• Develop a Julesburg business directory for print and download.
• Develop Julesburg specific collateral material that highlights and builds on existing events and amenities.

Downtown Julesburg

Promotion

Observation: The collection of events could better meet the needs of community members.

Recommendations: Create objectives for events and build on the quality of existing events and narrow down events that don’t meet community objectives.

Downtown Julesburg

Strategic Event Matrix

<table>
<thead>
<tr>
<th>Event</th>
<th>Objective</th>
<th>Community/Image</th>
<th>Kids</th>
<th>Fundraising</th>
<th>Traffic Generating</th>
<th>Promotes Retail</th>
<th>Restaurants</th>
<th>Downtown</th>
</tr>
</thead>
<tbody>
<tr>
<td>Thursday Night Community Dinner</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Hippodrome Arts Centre Gala</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Fireworks Display</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Bike Tour</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Easter Egg Hunt</td>
<td>X</td>
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<td>X</td>
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<td>X</td>
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</table>

Downtown Julesburg
Strategic Event Calendar

<table>
<thead>
<tr>
<th>Event</th>
<th>Jan</th>
<th>Feb</th>
<th>Mar</th>
<th>Apr</th>
<th>May</th>
<th>Jun</th>
<th>Jul</th>
<th>Aug</th>
<th>Sept</th>
<th>Oct</th>
<th>Nov</th>
<th>Dec</th>
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<tbody>
<tr>
<td>Thursday Night Community Dinner</td>
<td>X</td>
<td>X</td>
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<tr>
<td>Fireworks Display</td>
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<td>X</td>
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<tr>
<td>Bike Tour</td>
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<td>X</td>
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</tbody>
</table>

Observation: Businesses in the community are not working in collaboration to market themselves and make the entire downtown district appealing to out of town guests.

Recommendation: Identify collaborative marketing opportunities to link businesses to events and utilize affordable advertising options.

Promotion

Observation: There is a lack of coordination between amenities outside of town and community interests in town.

Recommendations:
- Connect to visible & frequented locations and events (Welcome Center, businesses off the interstate, drag races, byways trails, and RV park) to bring people into town.
Promotion

- Package existing recreational/sports events and related amenities/resources – (sports, trails, lakes, river, tournaments, etc.)
- Develop a heritage tourism program and supporting promotional materials.
- Develop plan to better capitalize on history e.g. Pony Express, Fort Sedgwick, etc.

Downtown Julesburg

Promotions

Observation: There is no Julesburg specific information located in the hotel rooms to inform visitors of the services and retail options located in town.

Recommendation: Create a packet of information for the hotel to keep in the rooms.

Downtown Julesburg

Economic Restructuring

Recruit, retain and expand opportunities for investment in downtown.

Downtown Julesburg
**Economic Restructuring**

**Observation:** The business owners in the community want to be successful and are requesting small business assistance.

**Recommendation:**
- Appoint a local business person to conduct and compile regular informal needs assessments to understand the changing concerns/needs of Julesburg business owners.
- Invite a Small Business Development Center (SBDC) counselor to travel to Julesburg on a periodic basis to offer free, confidential, one-on-one counseling.
- Coordinate with the library to centralize small business resources in one area for easy access to small business owners and potential entrepreneurs.

**Downtown Julesburg**

---

**Economic Restructuring**

Observation: Potential funding is available for entrepreneurs to tap into and there is interest from local financial institutions to assist.

Recommendations:
- Assist the bank in designing a community funded loan program for start up businesses.
- Consider creating a local incubator for start up businesses.

**Downtown Julesburg**

---

**Economic Restructuring**

Observation: Scholarship funds currently used with no strategy to bring them back.

Recommendation: Scholarships tied to workforce development initiatives. Job fair, website, and search function for employment or business opportunities in Sedgwick County.

**Downtown Julesburg**
Economic Restructuring

Observation: The merchants don't have a clear understanding of where their customers come from.
Recommendations:
- Create and conduct a point of sale survey and other data compilation to better understand your market.
- All community reports, studies, process for opening business, incentives, and relocation materials should be available online.

Downtown Julesburg

---

Economic Restructuring

Observation: The business community is not serving residents of Julesburg who work outside of the community and may not return until after 5 p.m.

Recommendation: Continue Thursday late nights for businesses to consider changing the perception and attitude of customers and business owners.

Downtown Julesburg

---

Economic Restructuring

Observation: Caterers from neighboring communities and states are being used for Julesburg events.

Recommendation: Encourage use of local restaurants and vendors for all local events.

Downtown Julesburg
Design

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

- Public and private buildings
- Landscaping
- Storefronts
- Merchandising
- Signs
- Displays and promotional materials
- Public spaces
- Stress Merchandising

Downtown Julesburg

Downtown Design

- Creates a place of commerce
- Creates a place of celebration
- Creates a place of focus for the region
- Use established historic character to present unique downtown image
- Stress Pedestrian spaces, use, access and comfort

Observation: It is unclear to travelers exiting the highway that there is a community worth visiting only two miles away. The front door to the community needs to give visitors the correct first impression of Julesburg.
Design

Recommendation:
- Develop a plan for signage to draw visitors from the highway.
- Upgrade entry frontage at I-76 and screen equipment with decorative fence or landscaping, plant ornamentals, and consider a large gateway area to impress visitor.
- Place sign before river overpass indicating gateway historic downtown.

Observation:
The Sedgwick County Improvement Project is a valuable asset to the downtown and needs to be utilized more.

Recommendation:
Continue working on the façade program, a window display program, trash can and furniture program, and additional enhancements to store fronts.

Design

Observation: The visual aspects of the downtown will need to be considered in the future, to increase the vibrancy and vitality of the area.
Recommendation: Consider long-term improvements to sidewalks, street lighting, and undergrounding utility lines.

Downtown Julesburg
Design

Observation: The Hippodrome is a wonderful asset, but the building is innocuous and visitors to the community may not know its use.

Recommendation: Develop a marquee or ghost sign on the side of the Hippodrome facing town hall indicating the theater.

Downtown Julesburg

---

Observation: The close proximity of the natural amenities to the downtown need to be capitalized on, and they currently are not.

Recommendation: Connect natural assets to the downtown, neighborhoods, schools and facilities. Develop and implement a town trail master plan to guide future river and town trail network for bikes, pedestrians, golf carts and possibly equestrian use.

Downtown Julesburg

---

Healthcare

- **Observation:** Patient Protection & Affordable Care Act will affect healthcare in Julesburg in ways many people see as negative

- **Observation:** Patient Protection & Affordable Care Act will affect healthcare in Julesburg in ways many people see as positive

- **Recommendation:** As a community, with healthcare representatives providing leadership, prepare your community to minimize negative impacts and maximize positive impacts.
Healthcare

- **Observation:** Sedgwick County (actually all of NE Colorado) lacks enough healthcare providers to serve all residents
  - Primary Care, Mental Health & Dental Health Professions
  - Shortage Area Designations (Federal)
  - Medically Underserved Population designation (State)

- **Recommendation:** Consider forming a multi-county “Rural Health Network” in order to work collaboratively in recruitment and retention of providers, and to find efficiencies to do more with less

---

Healthy Living

- **Observation:** The plans for the new recreation organization that is being formed is a great step in the right direction to offer physical activity for youth and young active adults

- **Recommendation:** Continue pursuing these activities, as well as give some thought to physical activities for less active community members
How can we fund it?

Funding Mechanisms

**PROMOTIONS**
- Heritage Tourism Office/Colorado Tourism Office Grants
- Community Development Block Grant or Rural Business Opportunity Grants

**BUSINESS DEVELOPMENT**
- Governor’s Office of Economic Development and International EPA Brownfields Program
- Governors Energy Office (GEO) and USDA Rural Development (RD) Energy Programs
- Small Business Administration and Economic Development Administration
- Great Outdoors Colorado (GOCO)
- Other Resources, e.g. Downtown Colorado, Inc., etc.
- Colorado Brownfield Foundation (CBF)

Action Matrix

<table>
<thead>
<tr>
<th>Time</th>
<th>Task</th>
<th>Measure of success</th>
<th>Initiator</th>
<th>Partners</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-3 M</td>
<td>Town Board should declare Main Street a priority.</td>
<td>Adopt a mission statement for improving downtown.</td>
<td>Town Board</td>
<td>Businesses, Residents, School, Visioning Committee</td>
</tr>
<tr>
<td>3-6 M</td>
<td>Downtown Champion or Business association should begin implementing priorities set by visioning committee</td>
<td>Monthly reports to Visioning Committee on progress, Work plans for implementation</td>
<td>Business association or champion</td>
<td>Visioning Committee</td>
</tr>
</tbody>
</table>