Community Assessment
May 18-19, 2015
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Team Members

The Nederland Assessment Team appreciates the invitation to get to know your city and to assist your community in maximizing its considerable assets. The volunteers worked diligently, pre- and post-visit to provide relevant and realistic input towards the betterment of your commercial district.

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**Introduction**

Welcome to the downtown assessment for the Town of Nederland, Colorado. Downtown Colorado, Inc. (DCI) is proud to offer affordable, quality assessments for all Colorado member communities to build and maintain vibrant commercial districts, town centers, and downtowns in our state. Qualifying communities in Colorado have the opportunity to apply for assistance through DCI and receive a reduced rate thanks to the in-kind contribution of consultants from DCI's professional membership base. The downtown assessment for the Town of Nederland was also made possible in part by an Administrative Grant from the Colorado Department of Local Affairs (DOLA).

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

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

**Executive Summary**

In the Fall of 2014, the Nederland Downtown Development Authority (DDA) requested a downtown assessment from Downtown Colorado, Inc. (DCI). The assessment visit was held on May 18 and 19, 2015, with the purpose of identifying community issues and opportunities, as well as to provide tools, insights and direction to help Nederland achieve its community revitalization goals.

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

DCI organized an assessment team with combined experience in organizational management, economic development, land-use planning, urban design, resource development, and financing mechanisms.

Upon arrival in the community, team members were given a presentation on the community history and current issues, and a tour of the town. Throughout the day, the team conducted focus groups with elected officials and town staff, service providers, and business owners. The focus groups allowed the team to meet directly with stakeholders and hear multiple perspectives about the issues facing the downtown and the community as a whole.
On the second day of the assessment, DCI’s team members gathered to discuss their observations and formulate recommendations. That evening, team members presented their findings in the form of a PowerPoint presentation followed by a question-and-answer session open to the community-at-large.

The following report provides a brief overview of NedZero and Envision 2020, an overview of DCI’s board review with the Downtown Development Authority (DDA), and the observations from DCI’s focus groups. The report then provides a detailed list of observations and recommendations for short and long-term implementation in three areas: Organization and Management, Economic Development and Restructuring, and Physical Improvements and Design. The report appendices contain an action plan and toolkit to implement the provided recommendations.

**NedZero and Envision 2020**
Kudos to the Nederland Board of Trustees (BOT) for initiating the NedZero approach for visioning, awareness, and input, leading to the Envision 2020 guiding document and approval of the impressive list of documents that have evolved from this vision:

- Community Wildfire Protection Plan – adopted May 2011
- Parks, Recreation, Open Space, and Trails Master Plan – adopted February 19, 2013
- Nederland became a Solar Friendly Community – May 2013
- Nederland became a Firewise Community – June 2013
- Selected for the Leadership STAR Community Program – Jan 2014
- Master Infrastructure Plan – adopted August 5, 2014
- Sustainability Action Plan – adopted September 2, 2014
- Community Center Site Master Plan – adopted January 6, 2015
-Selected for Building Blocks for Sustainable Communities Program – Jan 2015

The work completed by the Town and active citizens is remarkable and demonstrates an innovative approach to engagement and planning. The reports and plans generated through this process are substantial and will require consistent funding and strong but flexible partnerships for manageable and timely implementation. The DDA can serve as a primary partner in facilitating the downtown components and connector projects.
Downtown Development Authority (DDA) Board Review

On January 29, 2015 Downtown Colorado, Inc. (DCI) met with the Nederland Downtown Development Authority (DDA) Board of Directors to facilitate an initial dialogue and consultation around developing an appropriate role for the board in directing the DDA activities, how to best leverage community partnerships, and how to delineate downtown objectives to complement the community-wide vision.

DCI was able to use the discussion to outline an initial snapshot of stakeholders, their activities, and their interests to gauge potential partnership opportunities and to review the strengths of each board member compared to the needs for outreach and engagement in future phases of community and economic development work. DCI will use this initial information to share some ideas for creating a plan of additional business and property owner support services. The full community assessment provided a chance for greater community engagement and input, which has been incorporated into the recommendations of this report.

The DDA board voiced a clear message of wanting to work transparently with the Town and other partners to establish collaborative processes and planning. The following report and future meetings will look at how best to shape DDA projects to support the Town and community initiatives while furthering DDA objectives in Nederland.

Focus Group Observations

- The following observations were made during the orientation, focus groups, and touring held during the downtown assessment:
  - Partnership between the DDA and Town is great and improving
  - Efforts to engage the community in planning is a good step.
  - Synchronizing plans will help to streamline efforts and save time and money.
  - Great efforts with Envision 2020 and the Comprehensive Plan Update.
  - Great job engaging people around Ned Peds.
  - There is lack of confidence in decision-making processes ever getting to implementation.
  - There is a worry of backlash from people who don’t engage in planning but show up to oppose final plans.
  - There is a lot of “café dialogue” but few formal communication channels.
  - Some businesses seem to feel alienated and that there are not adequate services.
  - There are many years of deferred maintenance and very little space for housing or retail.

2 Based on information provided by the attendees at the January 2015 facilitated discussion with Nederland DDA Board members and Town representatives.
**Assessment Team Recommendations**

This assessment focuses on activating stakeholders and resources in a comprehensive approach to capture and direct existing activities into the following topic areas that are vital to revitalizing downtowns:

- **Organization and Management:** Focuses on resource management including human resources, partnerships, and finances.

- **Communications:** Assesses the audiences, methods, and messages to convey.

- **Economic development and restructuring:** Reviews opportunities to collect data, enhance services for business, and identify and catalyze underutilized assets.

- **Physical improvements and design:** Determines short and long-term beautification, infrastructure, parking, and connectivity.

The observations gathered from the community have been categorized into these topic areas below. Recommendations specific to Nederland follow each observation.

**Downtown Development Authority (DDA) Role**

The Nederland DDA is a powerful tool to serve as the champion of the downtown area. With the objectives from Envision 2020 and the NedZero platforms in place, the DDA can serve as the implementer for facilitating projects in the downtown core. The DDA funding should be used to leverage improvements that will encourage private sector investment. Consider:

- Matching private funds for building or façade improvement.

- Enhancing access to the river and Town Square.

- Signage and wayfinding (including parking options).

- Creating incentives for affordable downtown housing.

As the DDA focuses on updating the Master Plan, the DDA Board can use this report to identify 1-5 projects to focus on in 1-2 years, then identify 1-5 more projects to accomplish in 3-5 years. Use these projects to create a brief summary of objectives and the portion of the implementation that the DDA will do. Also include a partnership section that highlights what complimentary activities other stakeholders might work on.

Use this document on the Nederland Facebook, NedZero, and to place requests for interest around town to solicit ideas and partnership.

**Organization and Management**

The first section of this report focuses on organization and management, which includes developing collaborative efforts, recruiting and managing volunteers, fund-raising to support projects, and developing operational strategies based on those adapted from the National Main Street Approach. Organization involves getting everyone working toward the same goal and assembling the appropriate human and financial resources to implement a downtown revitalization program. The three principal components of organizing a downtown revitalization program are: public and media relations, volunteer development, and fundraising.

As a Downtown Development Authority (DDA) with no program staff, the governing board and standing committees are typically delegated responsibility, with each board member comprising the fundamental organizational structure of a volunteer-driven program. However, volunteers are best organized and developed with a paid, full-time or part-time program director. This structure not only divides the workload and clearly delineates responsibilities, but also builds consensus and cooperation among the various stakeholders. While a paid DDA Director may not currently be feasible, it is something to strive for in the future.
Placing organizational development in the highest priorities of early revitalization activities is not the most exciting part of the process, but it is the most critical. The DDA, Town, and community partners must absorb and contemplate what is feasible to accomplish, with these efforts based on the capacity and resources of the community and various organizations. When facing many diverse priorities, success will come through a team approach and shared responsibilities.

Observation: There is very little accessible capacity in vital areas for the community: housing, retail space, and human capital. These areas will need to be primary foci as they will limit all other ideas until some additional capacity is created. If there isn’t housing and retail product, the costs for existing stock will be driven higher and higher until the ‘funkiness’ of Nederland is completely priced out of town.

Recommendations:

• Consider temporary and short term ways to spin your situation in a positive way. The funky nature of Nederland can be inspired by the challenges. Property owners will need to consider how to increase space for the good of the community.
• Identify the property owners who will invest in their properties and help simplify processes to create more usable space. Work first to find the owners who understand the building guidelines and want to move forward and help them to get projects done. Then begin talking to other property owners to review projects and consider how their projects might better fit with the community objectives and guidelines. Consider how to get to an agreement. The community cannot move forward without positive action from key property owners.
• Engage young families, youth, and other demographics who are not engaged with planning and decision making. The community is losing young families and these are the people who would buy new homes, start businesses, volunteer, and have children in the schools. Nederland will need to find a way for these people to stay in the community and take leadership roles. Without them, your population is aging and there will be no one to step in and take on some of the community responsibilities. There will also be no one to take care of the aging population. NedZero is a great step in this direction and has opened a portal for regular citizens to enhance awareness and input to planning documents. Expanding this innovative online approach and considering some fun and interactive in-person ways to engage locals will help to further this process.
• Combine roles and resources where possible. The community is too small to divide and duplicate efforts. Identifying places where collaboration and partnership create cost savings is a must for Nederland. See recommendations in the Physical Improvements section for partnering the function of the Visitor Center with the Miner’s Museum to create a gateway, where you can capture more of the traffic and cut the costs for facilities and staff in half.
• Identify new revenue. Aside from increasing revenues from property and sales tax, one solution is to consider timed, paid parking during events. Generally, when the demand for a product is too high, it means that the price is not high enough. While charging for parking during events may slightly reduce the number of participants, it will create a revenue stream for the community. Event participation is growing beyond the community’s capacity and a slight reduction in attendance may be beneficial.

Observation: There is not a clear sense of ownership for the Downtown. While all partners value and contribute to a successful downtown, the DDA should be the steward of the downtown and serve to connect the natural beauty and amenities to the people of Nederland. The DDA should also further the project components of partner plans that are relevant to the downtown.

Recommendations:
• Develop a one stop shop for planning and incoming and outgoing information on Downtown Nederland.
  o Review all plans and harmonize/align items impacting downtown. The DDA Masterplan does an excellent job of this and should be the primary resource. The DDA should continue and expand outreach to all community groups to discuss the DDA’s role in furthering this plan and delegating roles for DDA and Town, DDA Board, etc.
  o Build stronger connections with schools and the parent teachers association to connect with parents who may not work in the community.
  o Disseminate information about what is happening in downtown, including street closures, events, networking, and investment opportunities. Be sure that locals and business owners know what is going on and feel informed and excited about what there is in Downtown Nederland. Everyone should know how to share ideas, give input, and ask questions of the DDA.
  o Create materials for people interested in shopping, working, and eating in downtown. Whether visiting or living in or around Nederland, people should be able to access clear guidance on what the options are. A clear map and complete directory of businesses will help the businesses thrive and people to shop locally (where their kids go to school).
• Communicate the role of the DDA. The concept of a DDA is not common and people don’t always intuitively understand. Make it easy for everyone to love the DDA as a key partner willing to support their goals as they further the downtown appeal.
  o Showcase how reinvestment of tax increment happens and how it is re-invested back into the DDA area. Highlight that private sector dollars are being directed toward the goals set in the community vision.
  o Champion the idea: ‘funky but not junky.’ Consider the message to different partner to help them understand how the DDA serves them.
    ▪ Town of Nederland – The DDA services as a partner in enhancing community through infrastructure
and incentives to private sector investment that will build revenue (sales and property tax) over time.

- Boulder County – The DDA services as a partner in encouraging private sector investment that will produce higher property values in a shorter time.

- Businesses – The DDA serves as an advocate in the community for all who live, work, or own property downtown. This tool can give a voice to people who don’t live in town and feel disenfranchised because they don’t get to vote.

- Residents – The DDA is the place to share your ideas, feedback, and complaints.

**Communications**

Communication will review the audiences in the community and beyond, the methods of sharing messages, and the content and messages to convey to each group. Consider not only the process of engaging the local groups in a continued dialogue, but also raising visitor and local awareness of ways to support and engage with the community, generating sales, and creating loyalty.

**Observation:** The locals are what makes Nederland so special and are the best way to engage visitors. If your locals have fun while downtown, there will be a lot more for visitors to enjoy.

**Recommendations:**

- Engage locals in discussing a sustainable environment and managing growth and visitors in the future. NedZero has fostered a wealth of dialogue and information for the online reader, but consider using physical space, events, and unconventional methods to communicate with residents.
  - Use town square as gathering place to further dialogue and create a semi-formal venue for discussion. See Physical Improvement section for details on design, but be sure to include some fun engagement pieces, like a bouldering wall, a chalk board, or a game of corn hole near the coffee shop.
  - Use a series of locally focused small retail events to build habits for locals to come downtown, instead of avoiding it. Consider local buying practices, and the success of the hardware, eye care, musical instruments, B&F Groceries, etc. Connect these stores that are selling to locals through continued cross-promotions and collaborative marketing by zip code.

- The County and the Town are working on an electronic kiosk that will highlight tourist information. The kiosk will include
the BOT meetings, DDA press releases, road closures, etc. Ask some fun survey questions and have a prize for the person who answers on the community webpage or Facebook.

- The Nederland DDA can qualify as an eligible governmental entity with the State Internet Portal Authority to receive a free website, website assistance, and a small grant to set up a website that links to other partner groups.

- Consider adapting the 3/50 program. The 3/50 campaign is a free program with printable posters, letters, and information. Challenge the people on NedHeads to do 3/50 for one month on the shoulder season and use $2 bills so that everyone in the community can see the impact.

- Enhance the DDA online presence with fun ways to learn and engage people to share ideas and possibilities for the future.
  - Add a section with links to how to get involved or provide input.
  - Include links and weekly questions posted on NedHeads or NedZero to spur conversation about what people would like to see.
  - Use the missing teeth (building gaps) to build conversation. Consider posting chalk or comment boards in vacant spaces downtown so that people can dream about what they would like to see in some of those places.

**Observation:** Most of the perceived issues with the Nederland DDA have stemmed from a lack of transparent, timely, and two way communication with partners and the community. While communications is not the primary role of the DDA, it is an essential role for a DDA to work effectively in the community.

**Recommendation:** Create a DDA communications function: What is a DDA? Your Voice is Your Vote. Consider a staffing or contract approach to create consistent and accurate messaging.

- Institutionalize a communications plan to increase awareness, engagement, and investment in the plans around Downtown Nederland. Use the communications matrix to develop the use of different tools for different messages. Consider the following:

- The DDA Website can be enhanced through the following:
  - Tell the story of the DDA. Share all of the accomplishments, upcoming projects and potential projects. Include a mechanism for people to comment and share suggestions.
  - Highlight opportunities to invest in property. Encourage private property owners with underutilized properties to create a pro forma or profile of the property and highlight if they would like to sell, develop, or do something short-term that is creative. Tools like OppSites.com can help showcase all properties to reach developers and promote opportunities. If needed, access assistance in developing pro formas through Downtown Colorado, Inc.
  - Include a clear process and description so that business and residents have an opportunity to contribute to downtown planning. Include ongoing survey questions and engagement.
• DDA should provide regular content to the community. As the steward for Downtown, be sure to inform the public about Nederland Downtown.
  
  o Create a monthly update with the DDA’s and Downtown’s goal, strategies, and plans of action to be shared with the BOT, newspaper, and posted on the website. Include a short reference with links to more details about the DDA explaining the use of existing tax dollars to leverage investment and work to ensure local values are considered.
  
  o Create an ongoing survey campaign to ask a different question on the website and in NedHeads once per month. Share results regularly through monthly reports. Some questions might be:
    
    ▪ What businesses would you utilize/support having in Nederland?
    
    ▪ Do you want more housing and/or lodging?
    
    ▪ Provide an idea for projects that will enhance downtown.
    
    ▪ What are some ways to celebrate Nederland as locals? Riverwalk?
    
    ▪ Share images and have people vote on preferences.
    
    ▪ What are your ideas for improving traffic, pedestrian, or bike circulation?

**Economic Development and Restructuring**

The focus of economic development and restructuring is to assist in efforts to recruit, retain and expand opportunities for investment in downtown. This is accomplished by ensuring that investors and businesses are aware of all of the resources available for assistance as well as the benefits of choosing to locate their business downtown. This includes the opportunities that may exist to capitalize on promotional activities.
**Observation:** Nederland’s seasonal economy creates a risky environment for businesses to thrive. Businesses must make the majority of their revenue in summer months, and the seasonality can make it difficult for businesses to operate year round.

**Recommendations:**

- Track visitor numbers at the visitor information center to establish a baseline to forecast future visitor growth. Nederland does keep a monthly tally of visitors who stop by the visitor’s center. Tracking on a daily basis, allows the town to compare traffic on the same day to previous years to quantify how many people are coming on any particular day of the year.

- Create reasons for people to come to Nederland during shoulder seasons. Nederland does not need any help attracting people during the summer, but during the shoulder seasons of spring and fall, the businesses that depend on tourists tend to struggle.

- Target niche tourist markets. Some potential markets include: geology enthusiasts that may want to explore old mines, history buffs who would be interested in old artifacts at the mining museum, and ecologists who would be attracted to the Wild Bear Mountain Ecology Center. These tourists may be drawn to Nederland during the shoulder seasons.

- Insert signage to inform visitors who are already downtown of what is going on and give them reasons to stay longer.

- Keep a local calendar of events so that locals who don’t want to join “events” can easily access events focused on them. This will allow businesses to collaborate for local promotions and create a stronger sense of connectivity and awareness about what is going on around town.

- Communicate more about cross-promotional marketing opportunities that already take place in town on the local pages. Some businesses provide discounts if you bring in a receipt from another businesses in Nederland. If these promotions were better known, more visitors that are already coming may choose to spend their money downtown.

**Observation:** Community members would like to see more locally owned and locally focused businesses in Nederland.

**Recommendations:**

- Identify gaps in the local retail space using the 2015 Nederland Economic Development Survey. The gaps that residents recognize in the Nederland community are potential opportunities for future development. These results can be used to attract developers and build more of the desired businesses.

- Incentivize desired development in the downtown area that meets specific standards. There are several ways to incentivize development, a few options include:
  - **Desired New Business Incentive Program:** Provides a set amount of money for a new business that provides a new service or retail development not currently offered in Nederland.

New Residential Conceptual Sketch, Jim Leggitt, studioINSITE
• **Small Business Grant:** Upon approval, can discount or waive Town controlled costs such as utilities or permits for new business or expansion of business.

• **Residential Building Incentive:** 50% reduction of the current priced Town ¾” Water Plant Investment Fee, Wastewater Residential Connection Fee, and Building Permit Fee.

**Observation:** Some downtown buildings appear a bit tired and could benefit from reinvestment.

**Recommendations:**

- Use the DDA to create a building or facade improvement program to incentivize building owners to reinvest in their buildings. This program could include:
  - **Façade Improvement Grants:** Could provide up to $5,000 of matching funds to help a business in downtown upgrade or repair their storefront.
  - **Free Paint Program:** The public works department could provide leftover paint from projects to downtown businesses.

**Observation:** Over 30% of current Nederland residents are cost burdened (meaning that over 30% of their income pays for housing).

The majority of housing supply is not affordable and represents a mismatch with the current housing demand.³

**Housing Challenges facing Nederland⁴:**

- An increasing base of seniors and empty nesters who will require housing to meet their specific needs.
- There are few available housing options for current & potential residents, forcing people into housing they don’t want or can’t afford.
- Lack of housing is a likely contributing factor to loss of younger residents (> age 25).”

**Recommendations:**

- Use the recommendations from the housing study to shape a strategy for moving forward with partnership with the Boulder County Housing Authority.
- Consider options for Tiny Houses and smaller parcels focused on the under $200K for sale options.

³ [file:///C:/Users/Kat/Downloads/Nederland_Presentation_-_10_7_14_FINALreduced.pdf]
⁴ [file:///C:/Users/Kat/Downloads/Nederland_Presentation_-_10_7_14_FINALreduced.pdf]
Physical Improvements and Design

Design takes advantage of the visual opportunities inherent in downtown by directing attention to all of its physical elements, including: public and private buildings, storefronts, signs, public spaces, landscaping, merchandising, displays, and promotional materials. Its aim is to stress the importance of design quality in all of these areas, to educate people about design quality, and to expedite improvements in the downtown in order to improve the experience of visiting downtown for residents and visitors.

Observation: The Nederland Town Square is also a parking lot.

Recommendation: Turn the south (river) side of the Visitor Center Parking lot space into a “hybrid” multi-purpose town square for festivals, farmers markets and other outdoor community sponsored events. A possibility exists to use the entire property as a flexible use zone, a space that can be used either as a traditional public parking lot or a public gathering space for events, festivals and markets. Start by blocking off these parking spaces with planter boxes. The space can then be configured to hold outdoor events.

Observation: Parking in town is good, but cars are taking up vital civic space that people might be using.

Recommendation: To make room in the center of town for a Town Center or Event Plaza connected directly to West Boulder Creek, relocate some parking spaces, at least on event day. The Town Square Parking lot is already used as temporary event space, but some simple enhancements can allow it to be flexible as a formal dedicated town square using removable bollards. When in use as a town square, we recommend the relocation of at least 12 spaces on the south side closest to the West Boulder Creek. Moving vehicles to the perimeter of town would allow for greater space for people, but will also require enhanced signage and usage of underutilized parking locations.

It is recommended to form a Memorandum of Understanding (MOU) for public parking during off business times and consider the following lots:

- Mining Museum Lot
- Fisherman’s Lot
- RTD ParknRide
- Nederland Community Presbyterian Church
- Conceptual lot adjacent to Wild Mtn. Smokehouse
- Work with private owners open to proving temporary spaces
- Use wayfinding signage to direct people to underused existing parking lots.
- Local Businesses during off-hours
- All of these potential parking locations are identified in the DCI Nederland Assessment Map

Observation: Town is non-linear and slightly confusing to navigate.

Recommendation: Create an in-town wayfinding signage system to point people to attractions, points of interest, and important places. These wayfinding signs can be made by local artists using local wood. The Nederland wayfinding system should have a uniform theme: give the signs a hand-crafted or even a bohemian look to help identify Nederland as a unique place. The signs can
look handmade and folksy. Consider hiring one artist to create all of the signs, to help keep the theme uniform.

**Observation:** The entrance to Nederland should have visitor information.

**Recommendation:** Move the Visitor Center personnel to an office space inside the Mining Museum at the entrance to town. This would place the Visitor information in a more interesting place, and a more strategic location. This location would allow the Mining Museum to be staffed by more people and stay open more often. The Mining Museum would be a better location for the Visitors Center as it is at the entrance to town. The town of Nederland would need to have an agreement with Boulder County to do this.

**Observation:** There is a need for more art retail spaces in town.

**Recommendation:** Create a pop-up Art Market with art storage container units. These storage units should be affordable for local artists. Add picnic tables in a common courtyard and overhead festival lighting to set the mood for the public to look at and buy art. These pop up containers would need to be secured and locked and to open up and display art. They could be used as art studio space as well.

**Observation:** Nederland’s trails are good, but are missing some easy opportunities

**Recommendations:**

- Nederland needs to keep building out their Trails Master Plan, including activating the river and reservoir with trails. People seem to love trail loops so focus on constructing loop trails that connect different parts of town with other adjacent trail systems.

- Trail signage should point out the proximity of the reservoir and adjacent trail systems. Use the wayfinding signage listed above to point out these trails including where the trails lead.

**Funding Mechanisms**

As the community begins to implement projects, it will become important to develop appropriate and sustainable funding sources and leverage local funding with external resources in ways that maximize the impact of local resources. This section recommends specific resources that the community should investigate when considering how to support project implementation.

**Great Outdoors Colorado (GOCO):** Uses a portion of lottery proceeds to help preserve, protect, enhance and manage Colorado’s wildlife, park, river, trail and open space heritage. Consider applying for these funds to enhance access to
Nederland’s recreational opportunities.

**Safe Routes to School:** Investigate use of these funds to fill in the gaps and improve walkability and connectivity between the schools and community amenities. Infrastructure and non-infrastructure grants are available, administered by the Colorado Department of Transportation. See https://www.codot.gov/programs/bikeped/safe-routes

**State Historical Fund Grants:** History Colorado offers competitive grants for Acquisition and Development, Survey and Planning, and Education, as well as non-competitive grants for Historic Structure Assessments, Archaeological Assessments, and emergency stabilization of severely endangered buildings. Depending on the type of grant, 0%, 25%, or 50% cash match is required. You may request up to $200,000 for competitive grants. For detailed information, see the State Historical Fund Grant Application Handbook available for download on DCI’s resource library.

**Downtown Development Authority:** Nederland’s Downtown Development Authority is a great resource to the community to help spur development. Use this report to guide discussions about the DDA Master Plan update and how best to use the DDA as a partner to further initiatives.

**USDA-Rural Development:** USDA can provide funding for community facilities and improvements. Prioritizing needs and engaging the community are key steps in accessing these funds.

**Historic Preservation Tax Credits:** A tax credit is a dollar-for-dollar reduction in the amount of tax owed to the government. Tax credit projects create jobs and provide financial incentives to revitalize buildings with federal historic designation. Federal and state tax laws offer tax credits for historic preservation projects that follow the Secretary of the Interior’s Standards for the Rehabilitation of Historic Properties. The federal government offers a tax credit between 10 and 20 percent, which can be paired with the state tax credit.

- Colorado’s state historic preservation tax credits are transferable: you can sell them upon completion of your project. Selling credits can bring in additional funds for your project, for a cash match for a grant, or for a loan.
- Using preservation tax credits gives you access to additional federal and state funding pools, grant programs, and further tax credits.
- For more details, see the tax credit guides available on DCI’s Online Resource Library.

**DOLA Energy Impact Fund Grants (EIAF):** These funds may be used for streetscape improvements which are owned by a local government. This is an excellent way to obtain funding for historic buildings which are owned by a local government and as a match with State Historical Fund Grants.

- Local Governments are the only eligible applicants
• May be used for studies, equipment, and infrastructure

• Generally require matching funds on a 50/50 basis

Office of Economic Development and International Trade, Rural Economic Development Initiative Program (REDI): Funds community asset analysis to determine potential economic development opportunities, stakeholder convening for solution development resulting in new or updated local plans, and competitive grant funding for community infrastructure, business facilities and job training.

Community Development Block Grant: These are federal funds that are distributed by DOLA. The Division of Housing (DOH) and Division of Local Government (DLG) have funds available, as does the Office of Economic Development and International Trade (OEDIT). DLG money is used for public facilities, DOH money is used to provide gap financing for affordable housing projects, and OEDIT money is used for Economic Development. Visit each agency’s website to learn details.

Office of Economic Development and International Trade (OEDIT): This agency has several programs from economic development assessments to small business development centers.

CDPHE Brownfields Program: This program provides direct funding for brownfields assessment and cleanup.

Colorado Energy Office (CEO) and USDA Rural Development (RD) Energy Programs: Both agencies have new funding programs to retrofit both public and business HVAC and lighting systems. Local businesses could utilize new technology and renewable energy sources to reduce costs.

Rural Business Opportunity Grants: The USDA provides funds to public entities, authorities, and non-profits to support small and emerging enterprises. Funds can be applied towards a plethora of business development activities including trainings, strategic planning, incubation, acquisition of land, and building renovations.

Small Business Administration and Economic Development Administration: These are two federal programs that can assist local businesses in business startup, expansion and relocation.

Other Resources – As a member of Downtown Colorado, Inc., Nederland will continue to be eligible for DCI services, training, and educational programs. It would be beneficial to review programs such as the Main Street program through DOLA that might offer additional on-going training and support to Nederland’s downtown efforts.

Participating Stakeholders

Please see Appendix 6 for the full attendance lists.

• Businesses
• Nederland Board of Trustees
• Nederland Downtown Development Authority
• Non-profits
• Residents
• Town Staff

Team Member Bios

Katherine Correll, Downtown Colorado, Inc.

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

Will Kerns, AICP worked at the Jefferson County, Colorado Division of Transportation and Engineering as a Transportation Planner for over 11 years before founding Open Plan. Will is a visionary planner and spent time in his previous position crafting groundbreaking plans such as the Jefferson County Bicycle and Pedestrian Plan, Conifer Walkability Plan, Countywide Transportation Plan, and South Golden Road Corridor Study. Will also helped to shape the RTD West Corridor EIS, US-36 EIS, I-70 PEIS, and many more. Will specializes in Bicycle/Pedestrian Planning and Advocacy but also has experience in Transportation Engineering, Parking Studies, Context Sensitive Solutions, Safety Studies, NEPA, Transit Planning, High Speed Rail Planning, Roadway, Highway, Intersection and Interchange planning. Will attended the University of Northern Colorado where he studied Applied Geography and Earth Science.

Jim Leggitt, studioINSITE

Accomplished architect, urban planner and nationally recognized illustrator, Jim Leggitt has designed Campuses, Communities, Mixed-Use Developments, Cultural Facilities, Churches, and Transit Oriented Developments. An author and educator who is known worldwide, Jim brings to studioINSITE a unique ability to quickly visualize conceptual design using his method of merging traditional hand drawing techniques with 2D and 3D digital tools. Having practiced for over thirty-five years in Denver, Colorado, Jim is a Fellow with the American Institute of Architects and an adjunct professor at the University of Colorado Denver College of Architecture and Planning. At studioINSITE he is the principal of innovation and design visualization.

Kimberlee McKee, Longmont Downtown Development Authority

Kimberlee McKee has been the Executive Director of the Longmont Downtown Development Authority since 2011. Prior to taking this position, she was the President of the Downtown Akron Partnership, a Special Improvement District in Akron, Ohio. Through her experience in both a DDA and SID, she has worked with a diverse group of stakeholders and municipal leaders to develop projects, programs and events. Throughout her career she has specialized in strategic programs, marketing and event management.

Ryan Rogowski, City of Northglenn

Ryan Rogowski recently moved to Colorado from Oklahoma. Prior to moving, Ryan worked for the Oklahoma Department of Commerce as an Economic Development Specialist, helping communities across the state with business retention and attraction and long term strategic planning. As a Research Analyst for Commerce he studied workforce, housing, and economic trends and reported key finding to the governor’s office. As a Manager for the Norman Convention and Visitors Bureau, Ryan partnered with community leaders and businesses to redevelop downtown Norman and attract visitors to city-wide festivals and events. Ryan received his Master’s in Regional and City Planning and Bachelor’s in Marketing and Entrepreneurship from the University of Oklahoma.

Appendices

1. Stakeholder Analysis
2. Basic Responsibilities of Nonprofit Boards
   (NOTE: Because a DDA is a taxing entities, the DDA Board may have additional responsibilities)
3. Full Action Plan Matrix
4. Simplifid Action Plan Matrix
5. Assessment Agenda
6. Assessment Sign-in sheets
7. Assessment Presentation, June 2

The community should also consult DCI’s Implementation Toolkit for an assortment of planning documents and guidance to assist with implementation of the recommendations contained in this report.
1: Stakeholder 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.

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

<table>
<thead>
<tr>
<th>Stakeholder for Project</th>
<th>Stake or Interest</th>
<th>Supportive of Project</th>
<th>Relative Importance</th>
<th>Potential Contribution or Withholding</th>
<th>Approach/Responsible</th>
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</table>
2. 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 its own performance

Responsibilities of a Board Member

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

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

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

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

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

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

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

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

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

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• Attend board meetings as regularly as possible;
• Sponsor a publication;
• Provide a service to the organization such as donating frequent flyer miles, designing the website or 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.
13. Performs other responsibilities assigned by the Board.

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

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

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

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

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

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

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

**Name:**
**Title:**

**I. Performance in major areas of responsibility**

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**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>
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<tr>
<th>Employee</th>
<th>Date</th>
<th>President</th>
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</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

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<th>Employee</th>
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<td>Tasks to Reach Objectives</td>
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<td>Nederland lacks capacity in housing and retail space.</td>
<td>Identify property owners who will invest in properties and simplify processes to create more usable space.</td>
<td>Create more usable space in downtown area.</td>
<td>Review housing study and create a description of housing type, cost, and size needed in Nederland.</td>
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<td>1. Identify incentives and property improvement opportunities based on desired housing type to encourage property owners and developers. (see Economic Development Section) 2. Post incentives online. 3. Mail incentives to property owners.</td>
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<td>Create a call for interest from property owners to discuss community goals for increasing appropriate housing and commercial space options.</td>
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<td>Simplify the processes involved in both expanding existing housing and retail space and in building new housing and retail space.</td>
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<td>Nederland is faced with human capital needs.</td>
<td>Engage youth and other demographics who are not engaged with planning and decision making.</td>
<td>Expand opportunities for young families and youth.</td>
<td>Plan a meeting with the school district, PTA, and community center to talk about ways to involve students.</td>
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<th>Initiators/Partners/ Stakeholders/ Expertise Needed</th>
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<td>The DDA would benefit from increased positive exposure and increased community involvement.</td>
<td>Communicate the role of the DDA.</td>
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<td>Focus communication and planning to engage locals in discussing a sustainable environment and managing growth and visitors in the future.</td>
<td>Increase public participation in DDA and downtown development discussions.</td>
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<td>Use town square as a gathering place to further dialogue and create a semi-formal venue for discussion.</td>
<td>Increase public participation in DDA and downtown development discussions.</td>
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<td>Hold a test project day where lawn chairs or outdoor games are available and people can move them around to see what they like.</td>
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<td>Use the electronic kiosk to show BOT meeting minutes, DDA press releases, road closures, etc.</td>
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<td>Build upon DDA communications function.</td>
<td>Build awareness among business community and community at large regarding the DDA and DDA functions.</td>
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<td>Post a question weekly or monthly on the NedHeads Facebook page to stimulate discussion around DDA issues. This too could be done by an intern.</td>
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<td>Use the &quot;missing teeth&quot; (vacant land in downtown) to build conversation on social media, newsletter, blog or similar. Focus on one property or space at a time.</td>
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<td>Make it clear to local businesses and the public how they can best utilize the DDA.</td>
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<td>Enhance DDA website to effectively tell the DDA story to the public to increase engagement and involvement. Highlight opportunities, accomplishments and suggestions.</td>
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<tr>
<td>Community members would like to see more locally owned and focused businesses in Nederland.</td>
<td>Identify gaps in the local retail market through the 2015 Nederland Economic Development Survey.</td>
<td>Identify gaps in the retail market to recognize opportunities for future development.</td>
</tr>
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<td>Community members would like to see more locally owned and focused businesses in Nederland.</td>
<td>Identify gaps in the local retail space through the 2015 Nederland Economic Development Survey.</td>
<td>Identify potential business opportunities that are not being fulfilled in the Nederland community that could be supported if the right businesses locate in Nederland.</td>
</tr>
<tr>
<td>Community members would like to see more locally owned and focused businesses in Nederland.</td>
<td>Incentivize desired development in the downtown area that meet specific standards.</td>
<td>Attract new business to Nederland with incentives.</td>
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<td>Objective</td>
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</tr>
<tr>
<td>The seasonal economy makes business a risky venture.</td>
<td>Create reasons for people to come to Nederland during the shoulder seasons.</td>
<td>Plan some festivals during shoulder season use volunteers to help make these events happen.</td>
</tr>
<tr>
<td>There is a lot of free Parking in Nederland that takes up valuable space in town.</td>
<td>Identify opportunities for paid parking in Nederland.</td>
<td>Create a parking plan map to show potential places for paid parking downtown. Then implement and enforce the paid parking strategy.</td>
</tr>
<tr>
<td>Nederland is home to a wonderful creative community.</td>
<td>Keep and enhance the arts in Nederland.</td>
<td>Create a creative industry support program to keep artists from being priced out and to compliment restaurants.</td>
</tr>
<tr>
<td>Nederland does not have sufficient lodging to accommodate visitors.</td>
<td>Study Nederland’s lodging needs and current capacity.</td>
<td>Create additional lodging to accommodate visitors.</td>
</tr>
<tr>
<td>Nederland has not had much development lately.</td>
<td>Create a Nederland Economic Development Council.</td>
<td>The Economic Development Council is the Town Manager, DDA/Business, BOT, and possibly a part time position.</td>
</tr>
</tbody>
</table>

Plan Start Date: March-16
Planning Months Out:

<table>
<thead>
<tr>
<th>1-3</th>
<th>4-6</th>
<th>7-9</th>
<th>10-12</th>
<th>13-15</th>
<th>16-18</th>
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<tr>
<td>Observation</td>
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<td>Tasks to Reach Objectives</td>
<td>Deliverables</td>
<td>Initiators/Partners/ Stakeholders/ Expertise Needed</td>
<td>Planning Months Out</td>
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</tr>
<tr>
<td>Nederland could do a better job of cross promoting events and businesses</td>
<td>Use a Nederland Economic Council to assist in cross promoting events and businesses.</td>
<td>Continue cross-promotion and support between events and businesses. Tell people about it.</td>
<td>Utilise the Town Manager, and perhaps a new part time position to help with cross promotion.</td>
<td>Cross promotion on all town events</td>
<td>Town Manager, part time staff person.</td>
<td>March-16</td>
<td>June-16</td>
<td>September-16</td>
<td>December-16</td>
<td>March-17</td>
<td>June-17</td>
<td>September-17</td>
</tr>
<tr>
<td>Some downtown buildings appear a bit tired and could benefit from reinvestment.</td>
<td>Use the DDA to create a building or facade improvement program to incentivize building owners to reinvest in their buildings.</td>
<td>Create a Facade Improvement program.</td>
<td>Set aside funding for Facade Grants.</td>
<td>Implement Facade Improvement Grants: Could provide up to $5,000 of matching funds to help a business in downtown upgrade or repair their storefront.</td>
<td>Downtown Development Authority, Town Council.</td>
<td></td>
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<td></td>
<td></td>
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</tr>
<tr>
<td>Over 30% of current Nederland residents are cost burdened, meaning over 30% of income pays for housing. The majority of housing supply is not affordable and represents a mismatch with the current housing demand.</td>
<td>Use the recommendations from the housing study to shape a strategy for moving forward with partnership with the Boulder County Housing Authority.</td>
<td>Work with the Boulder County Housing Authority to create a Nederland Housing Strategy.</td>
<td>Meet with the Boulder County Housing Authority.</td>
<td>A Nederland Housing strategy developed with the Boulder County Housing Authority.</td>
<td>Boulder County Housing Authority.</td>
<td></td>
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**Physical Improvements and Design**

<table>
<thead>
<tr>
<th>Observation</th>
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<th>Initiators/Partners/ Stakeholders/ Expertise Needed</th>
<th>Planning Months Out</th>
</tr>
</thead>
<tbody>
<tr>
<td>Downtown would benefit from simple beautification projects.</td>
<td>Invest in economically sustainable beautification projects.</td>
<td>Further beautify downtown, and build on its unique, attractive character.</td>
<td>Identify 4-5 small beautification projects with a small budget ($500-$1,000).</td>
<td>1 list of possible projects with a budget attached to each project.</td>
<td>DDA, Business Owners, Active Beautification Groups.</td>
<td></td>
</tr>
<tr>
<td>Parking in town is good, but is taking up vital civic space.</td>
<td>Make better use of underutilized parking spaces in town.</td>
<td>Create a parking plan map, and install directional signs to show where additional parking is located.</td>
<td>Assign Staff to project or hire a consultant. Create Parking map and ID sign locations.</td>
<td>Completed Parking Plan.</td>
<td>Staff, Consultant(s).</td>
<td></td>
</tr>
</tbody>
</table>

<p>| Plan Start Date: March-16 | 1-3 | 4-6 | 7-9 | 10-12 | 13-15 | 16-18 | 19-21 | 22-23 | 24-25 | 26-28 | 30-31 | 32-34 | 35-36 |
|--------------------------|-----|-----|-----|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| March-16 | X | X | X | X | | | | | | | | | | |
| June-16 | | | | | X | X | | | | | | | | |
| September-16 | | X | | | | | | | | | | | | |
| December-16 | X | X | | | | | | | | | | | | |
| March-17 | | | | | | | | | | | | | | |
| June-17 | | | | | | | | | | | | | | |
| September-17 | | | | | | | | | | | | | | |
| December-17 | X | X | | | | | | | | | | | | |
| March-18 | | | | | | | | | | | | | | |
| June-18 | | | | | | | | | | | | | | |
| September-18 | | | | | | | | | | | | | | |
| December-18 | X | X | | | | | | | | | | | | |
| March-19 | | | | | | | | | | | | | | |</p>
<table>
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<th>Planning Months Out</th>
</tr>
</thead>
<tbody>
<tr>
<td>Why is the Nederland Town Square full of parked cars?</td>
<td>Turn the space on the South side of the Visitors Center into a town square for farmers markets or other outdoor community events.</td>
<td>Free up civic space in town.</td>
<td>Remove the 12 parking spaces on the south (river) side of the Visitor Center Parking lot in town. Turn this space into a town square for farmers markets or other outdoor community events. A possibly exists to use the entire lot as a flexible zone, a space that can be used either as a parking lot or a town square. Start by blocking off these parking spaces with planter boxes. The space can then be constructed to hold community outdoor events.</td>
<td>Completed Town Square.</td>
<td>Town, Contractor.</td>
<td>X X X</td>
</tr>
<tr>
<td>Town is non-linear and slightly confusing to navigate.</td>
<td>Create an in-town wayfinding signage system to point people to attractions, points of interest, and important places.</td>
<td>Fabricate and install wayfinding signage.</td>
<td>Hire local artist to create signs, use public works staff to mount signs.</td>
<td>Wayfinding signs delivered, then mounted.</td>
<td>Staff, local artist.</td>
<td>X X X</td>
</tr>
<tr>
<td>The entrance to Nederland should have visitor information.</td>
<td>Move the Visitor Center personnel to a desk inside the Mining Museum at the entrance to town.</td>
<td>Use the mining museum as more than just a museum.</td>
<td>Create an agreement with Boulder County.</td>
<td>Signed agreement with Boulder County.</td>
<td>County staff, Town staff.</td>
<td>X X</td>
</tr>
<tr>
<td>There needs to be some art spaces in town.</td>
<td>Create a pop-up Art Market with containerized Art Studio/Art Galleries, that are affordable for local artists.</td>
<td>Create affordable art spaces in town.</td>
<td>Hire local fabricator to create containers that can be opened or secured for artists studios, sales, and spaces.</td>
<td>Finished Art Spaces, and site plan.</td>
<td>Land holder, Fabricator, Town Staff.</td>
<td>X X X</td>
</tr>
<tr>
<td>Nederland's trails are good, but missing some easy opportunities.</td>
<td>Nederland needs to keep building out their Trails Master Plan, including activating the river and reservoir with trails.</td>
<td>Make sure people know that trails exist.</td>
<td>Trail signage should point out the proximity of the reservoir, and adjacent trail systems.</td>
<td>Trails and adjacent trail systems listed on wayfinding signage.</td>
<td>Staff, local artist.</td>
<td>X X</td>
</tr>
</tbody>
</table>
**Downtown Nederland Simplified Action Matrix:**  
**Short Term Focus**

<table>
<thead>
<tr>
<th>Timeline</th>
<th>Project</th>
<th>Objective</th>
<th>Steps</th>
</tr>
</thead>
</table>
| March – September, 2016 | Downtown Beautification    | Further beautify downtown, and build on its unique, attractive character. | 1. List 3 simple downtown beautification projects with a budget attached to each. Examples include public art, flower boxes, painting crosswalks, or others.  
2. Meet with downtown businesses, DDA board and other stakeholders to select a project.  
3. Create an implementation plan with a lead person, any needed volunteers, needed materials and community engagement plan.  
4. Execute the plan for summer, 2016. |
| March – September, 2016 | In-town Wayfinding          | Fabricate and install wayfinding signage.                                   | 1. Develop a plan for sign locations and information needed  
2. Work with local artist(s) to develop a sign aesthetic  
3. Reach out to the public and publish sign aesthetic and locations for public comment and feedback.  
4. Hire local artists to create signs  
5. Use public works to mount. The signs. |
| March – September, 2016 | Communicate the role of the DDA | Increase public understanding of the DDA.                                   | 1. Consider hosting a DDA communications intern, from Nederland high school or the community.  
2. Create a one page flyer that highlights the goals in the DDA Master Plan and past DDA achievements.  
3. Post a comment board, chalk board or picture.  
4. Use the Downtown Nederland blog, Facebook page, NedHeads page and other social media to showcase DDA projects large and small.  
5. Create a one page resource guide for local businesses on the DDA.  
6. Dedicate one section of the DDA website to case studies and/or accomplishments. |
### Downtown Nederland Simplified Action Matrix:
#### Long Term Focus

<table>
<thead>
<tr>
<th>Timeline</th>
<th>Project</th>
<th>Objective</th>
<th>Steps</th>
</tr>
</thead>
</table>
| 2016-2017 | Encourage Downtown Infill Development | Create more useable space in the downtown area. | 1. Review housing study and create a description of desired housing types.  
2. Post desired housing (and commercial) types online.  
3. Create a call for interest from property owners to discuss community goals for increasing appropriate housing and commercial space.  
4. Identify incentives for property improvement and new development downtown.  
5. Post incentives online and mail to property owners.  
6. Review processes necessary for remodels and for new construction and generate a document outlining ideas to simplify these processes. |
2. Create a discount or waiver program to waive controlled City fees.  
3. Develop a plan and a potential budget for a business simple business incubation program to assess viability of a Nederland incubator. Include potential funding mechanisms. |
| 2016-2017 | Make better use of Town Square Parking Lot | Free up civic space in town. | 1. Remove the 12 parking spaces on the south (river) side of the Visitor Center Parking lot in town.  
2. Turn this space into a town square for farmers markets or other outdoor community events.  
Or  
3. Use the entire lot as a flexible space for either parking or a town square. Start by blocking off these parking spaces with planter boxes.  
4. The space can then be constructed to hold community outdoor events. |
Nederland Downtown Assessment  
May 18-19, 2015

<table>
<thead>
<tr>
<th>Date/Time</th>
<th>Agenda</th>
<th>Attending</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>May 18</strong></td>
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</tbody>
</table>
| 8:30 AM | Pre-Meeting Team Orientation  
*Light breakfast and coffee provided* | Full DCI Team | Salto Coffee Works  
112 East Second Street |
| 9:00 AM | Orientation and brief tour to familiarize team with area | DDA Board and DCI Team | Salto Coffee Works  
112 East Second Street |
| 10:30 AM | Business Meeting (60 min) | Business owners, staff, in the downtown (no DDA) | Upstairs at Centennial Bank  
119 Co Hwy 132-W, Nederland, CO 80466 |
| 12:00 PM | Lunch discussion with County Elected Officials  
(75 min)  
*Lunch provided* | County commissioners from Boulder and Gilpin & 2-3 DDA + Alisha | Upstairs at Centennial Bank  
119 Co Hwy 132-W, Nederland, CO 80466 |
| 1:30 PM | Local Elected Officials Meeting (75 min)  
*Call-in option available* | Town Council, planning commission, etc. & 2-3 DDA and town staff reps | Upstairs at Centennial Bank  
119 Co Hwy 132-W, Nederland, CO 80466 |
| 3:00 PM | Visit shops and interview business owners | DCI Team Members | Upstairs at Centennial Bank  
119 Co Hwy 132-W, Nederland, CO 80466 |
| 4:00 PM | Team De-brief, discuss and draft initial recommendations | DCI Team Members – Private Meeting | Upstairs at Centennial Bank  
119 Co Hwy 132-W, Nederland, CO 80466 |
| 5:30 PM | Partners Meeting (60 min) | Partner groups: Non-profits, Districts & 2-3 DDA | Community Center Multi-purpose room  
750 North Highway 72 Nederland CO, 80466 |
| 7:00 PM | Draft recommendations  
*Team Dinner* | DCI Team Members | Community Center Multi-purpose room |
| **May 19** | | | |
| 9:00 AM | Team prepares presentation and report, additional touring as needed  
*Light breakfast and coffee provided* | DCI Team Members | Upstairs at Centennial Bank  
119 Co Hwy 132-W, Nederland, CO 80466 |
| 12:00 – 12:30 PM | Clarifications and questions  
*Lunch provided for team* | Katrina Harms and DCI Team | Upstairs at Centennial Bank  
119 Co Hwy 132-W, Nederland, CO 80466 |
| 3:15 PM | Review draft presentation | Katrina Harms, Team, other Community liaison | Upstairs at Centennial Bank  
119 Co Hwy 132-W, Nederland, CO 80466 |
| 6:00 PM | Presentation  
*Snacks available* | DDA Board and Town Council  
Community Center Multi-purpose room | Upstairs at Centennial Bank  
119 Co Hwy 132-W, Nederland, CO 80466 |
<table>
<thead>
<tr>
<th>Name</th>
<th>Organization</th>
<th>Email</th>
<th>Phone</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jim Leggett</td>
<td>STUDIO INSITE</td>
<td>ji <a href="mailto:Leggett@STUDIO.INSITE.com">Leggett@STUDIO.INSITE.com</a></td>
<td>720/258-7819</td>
</tr>
<tr>
<td>Mandy Kneer</td>
<td>Alta board member</td>
<td><a href="mailto:mandy.sur.schulz@gmail.com">mandy.sur.schulz@gmail.com</a></td>
<td>303/758-2912</td>
</tr>
<tr>
<td>Sandy Sanchez</td>
<td>Norhead</td>
<td><a href="mailto:sandrasianchez24@yahoo.com">sandrasianchez24@yahoo.com</a></td>
<td>303-258-3204</td>
</tr>
<tr>
<td>Ed Sanchez</td>
<td>NED head</td>
<td></td>
<td>303-258-2064</td>
</tr>
<tr>
<td>Peter Marshall</td>
<td>N.D.A.</td>
<td></td>
<td>303-517-9403</td>
</tr>
<tr>
<td>John Forbell</td>
<td>Wild Bear Board</td>
<td>VRS1PP55 @ Yahoo.com</td>
<td>908-745-1369</td>
</tr>
<tr>
<td>Michael Czepaniak</td>
<td>DAD</td>
<td><a href="mailto:czepanis1997@yahoo.com">czepanis1997@yahoo.com</a></td>
<td>720-273-1735</td>
</tr>
<tr>
<td>Scot Garrette</td>
<td>PROBAR, NATO</td>
<td><a href="mailto:scot.garrette@yahoo.com">scot.garrette@yahoo.com</a></td>
<td>303-931-8313</td>
</tr>
<tr>
<td>Paul Carrillo</td>
<td>NED Police</td>
<td><a href="mailto:paul@email.com">paul@email.com</a></td>
<td>303-258-3716</td>
</tr>
<tr>
<td>Dawni Johnson</td>
<td>Crosscut Pizzaeria</td>
<td><a href="mailto:dawni.jonson@gmail.com">dawni.jonson@gmail.com</a></td>
<td>303-880-5827</td>
</tr>
<tr>
<td>Sue McDonough</td>
<td></td>
<td><a href="mailto:mcdonough@live.com">mcdonough@live.com</a></td>
<td>303-205-8886</td>
</tr>
<tr>
<td>Jesse Seavers</td>
<td>Planning Commission/Sustainability Board</td>
<td><a href="mailto:jsav19@gmail.com">jsav19@gmail.com</a></td>
<td>575-313-4756</td>
</tr>
<tr>
<td>Ric Kessinger</td>
<td>Kwik Mart</td>
<td>kkwik <a href="mailto:Mart@hol.com">Mart@hol.com</a></td>
<td>303-831-8308</td>
</tr>
<tr>
<td>Barbara Hardt</td>
<td>Tebo Properties, The Mountain Publishing</td>
<td><a href="mailto:bhardt@tebo.com">bhardt@tebo.com</a></td>
<td>303-618-9431</td>
</tr>
<tr>
<td>Ronald A Mitchell</td>
<td>Nederland Central Business District Redevelopment, LLC</td>
<td><a href="mailto:ronald.amitchell@gmail.com">ronald.amitchell@gmail.com</a></td>
<td>303-838-3976</td>
</tr>
<tr>
<td>Russ Peterson</td>
<td>Kettle Creek Pub</td>
<td><a href="mailto:rcpeterson@gmail.com">rcpeterson@gmail.com</a></td>
<td>303-258-3976</td>
</tr>
<tr>
<td>Jaylene Marini</td>
<td>Wild Bear Mountain Center</td>
<td>Jaylene <a href="mailto:Marini@gmail.com">Marini@gmail.com</a></td>
<td>303-258-3297</td>
</tr>
<tr>
<td>Nicole Delmage</td>
<td>Wild Bear Mountain Center</td>
<td><a href="mailto:nicole.delmage@gmail.com">nicole.delmage@gmail.com</a></td>
<td>303-704-2012</td>
</tr>
<tr>
<td>Jill Dienes</td>
<td>Wild Bear Mountain Center</td>
<td><a href="mailto:jill@wildbear.org">jill@wildbear.org</a></td>
<td>303-880-8299</td>
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</tbody>
</table>
Great Work!

- Partnership between the DDA and Town is great and improving.
- Efforts to engage the community in planning is a good step.
- Synchronizing plans will help to streamline efforts and save time and money.

Team Members

Katherine Correll, Downtown Colorado, Inc.
Will Kerns, Open Plan Consultants
Jim Leggitt, studioINSITE
Kimberlee McKee, Longmont DDA
Ryan Rogowski, City of Northglenn

Observations

- Great efforts with Envision 2020 and Comp Plan Update.
- Great job engaging people around Ned Peds.
- There is lack of confidence in decision-making processes ever getting to implementation.
- There is a worry of backlash from people who don’t engage in planning but show up to oppose final plans.
- There is a lot of “café dialogue” but few formal communication channels.
- Some businesses seem to feel alienated and that there are not adequate services.
- There are many years of deferred maintenance, no space for housing or retail.

Thank you participants!

- Businesses
- Downtown Development Authority
- Board of Trustees
- Non-profits
- Residents
- Town of Nederland Staff

First Steps

- Declare downtown a priority
- Set clear objectives with all groups for guiding downtown projects and events

..and thank you to our hosts and sponsors!

Nederland DDA  Town of Nederland
Nederland has a Downtown Development Authority (DDA)

The DDA is a tool to facilitate development through public-private partnerships to focus private investment in sustainable ways for Nederland. The focus is:

- Beautification
- Circulation
- Town Square
- Riverwalk

Observation: There is not a clear sense of ownership for Downtown.
Recommendation: The DDA should be the steward of the downtown.

- Review all plans and harmonize/align items impacting downtown to include in DDA Master Plan. “How can the DDA help you?”
- Disseminate information about what is happening in downtown including street closures, events, networking, and investment opportunities.
- Create materials for people interested in shopping, working, eating in downtown.

Recommendations:
- Communicate the role of the DDA.
- Showcase how reinvestment of increment happens.
- Champion in keeping Nederland funky but not junky.

DDA Partners with:
- Town of Nederland: Partner in enhancing community
- Businesses: Advocate in the Community
- Residents: Steward of Downtown

Organization & Management

Observation: There is little to no capacity in vital areas for the community: Housing, Retail Space, and Human Capital.
Recommendations: Manage, Invest, Combine, Expand

- Consider temporary and short term solutions.
- Identify the property owners who WILL invest in properties and simplify processes to create more usable space.
- Combine roles and resource where possible.
- Engage youth and other demographics who are not involved with planning and decision making.
- Identify new revenue. Consider timed and paid parking during events.
Observation: The locals are what makes Nederland so special.

Recommendations:
- Focus communication to engage locals in discussing a sustainable environment and managing growth and visitors.
- Use town square as gathering place to further dialogue and create a semi-formal venue for discussion.
- Use electronic kiosk that will show BOT meeting minutes, DDA press releases, road closures, etc.

Observation: The community is filled with people doing independent projects. Downtown is a connector.

Recommendation:
- Enhance the DDA online presence with fun ways to learn and engage:
  - Weekly questions posted on NedHeads
  - Use the missing teeth to build conversation.
Demographics of Nederland

- Total population – 1,489
- Greater Nederland ~ 8,000
- Total housing units – 779

60% of pop of working age
24% of pop between 34 and 44
7% over age of 65

Source: U.S. Census Bureau 2010 decennial census

Observations

Labor Force & Housing

- Majority of residents work outside of Nederland
- 20% of residents work in Boulder
- Lack of inventory
- Homeowner vacancy rate – 2.3%
- Rental vacancy rate – 0%
- Majority (24%) of homes built before 1939
- No new housing units built since 2010

Source: U.S. Census Bureau OnTheMap

Observation: Nederland’s seasonal economy creates a risky environment for businesses to thrive

Recommendation:

- Track visitor numbers at visitor information center to establish a baseline to forecast future visitor growth
- Create reasons for people to come to Nederland during shoulder seasons (Spring and Fall)
  - Crafts fair
  - Fall foliage tour
  - Spring festival
**Observation:** Some downtown buildings appear a bit tired and could benefit from reinvestment.

**Recommendation:**
Create a building improvement program to incentivize building owners to reinvest in their buildings. This program could provide financial incentives for paint, signage, awnings, windows, façade design, landscaping, and overall building improvements.

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**Design**

Enhancing the unique functional and visual quality of downtown by addressing all design elements and creating an appealing built environment.

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**Observation:** Community members would like to see more locally owned/focused businesses in Nederland

**Recommendations:**
- Identify potential business opportunities that are not being fulfilled in the Nederland community that could be supported if the right business opened.
  - Pharmacy
  - Artist work spaces
  - Butcher shop
  - Shoe store
  - Specialty food store

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**Wayfinding**

**Observation:** Town is non-linear and slightly confusing to navigate

**Recommendation:** Create an in-town wayfinding signage system to point people to attractions, points of interest, and important places.

**Recommendation:** Wayfinding system should have a uniform theme and color(s), give the signs a hand-crafted or even a bohemian look to help identify Nederland as a unique place.

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**Recommendations:**
Incentivize desired development in downtown area that meet specific standards:
- Provide tax credits
- Reduce or waive fees (water tap fee, permitting fees)
- Fast-tracking permitting process
- Business improvement grants for existing businesses
Wayfinding - Examples

Miners Museum/Visitors Center
Observation: Downtown is not defined visually at the gateways.
Recommendation: Create a gateway with your built environment using the Miners Museum intersection as the primary gateway. Use the Museum as the Visitor Center. This will capture more of the existing westbound traffic without bringing cars into the center of town.

Create a secondary kiosk by the Carousel of Happiness to capture eastbound visitors.
Town Square

**Observation:** Why is the Nederland Town Square full of 12 parked cars?

**Recommendations:**
- The Town Square is the heart of your community. Celebrate it. It is too valuable for people to waste on cars.
- Consider beautification and continuing flexible use that can be used either as a parking lot or a town square.
- The 12 parking spaces in the Town Square would fit at the Miner’s Museum (driving visitors and keeping cars out of the center).

Parking

**Observation:** Parking in town is good, but is taking up vital civic space

**Recommendation:** Consider relocating and signing primary parking options not in the center of town.
- Mining Museum
- Fisherman’s Lot
- East of Wild Mtn. Smokehouse
- Private lots willing to participate

**Recommendation:** Use signage to direct people to underutilized lots
- RTD ParknRide
- Community Presbyterian Church
- Local Businesses during off-hours

Trails

**Observation:** Nederland’s trails are a great amenity in the heart of town.

**Recommendation:** Use the Nederland trails system to connect the commercial center to the natural environment, including the river and reservoir with trails.

Trail signage should point out the proximity of the reservoir, and adjacent trail systems.
Art Market

Observation: There is no available retail space and no where for craftsmen. How is Nederland going to stay funky?

Recommendation:
- Create a pop-up Art Market with containerized Art Studio/Art Galleries, that are affordable for local artists. Use picnic tables, courtyard and lighting to set the mood.
- Long-term work with developers to build according to town’s design guidelines.
Recommendations:
Paint is a short-term fix that could really spruce up the downtown. Consider murals around downtown to keep it funky and partner with building owners to display murals or other arts in inactive spaces.

Recommendation: Support efforts to energize the look and feel of downtown by hiring local or regional artists to design streetscape elements: BENCHES

Recommendation: Energize the look and feel of the streets by hiring local or regional artists to design streetscape elements: TRASH CANS

Observation: Artists in the area can help create a buzz downtown by energizing the streetscape, encouraging people to visit and see what's new

Recommendation: Create a community buzz by displaying art temporarily, e.g., sculpture-on-loan program
Upcoming Events

June 11  DIDs Forum: Sales Tax Fairness, Denver
Aug 6    URA Board Training and Leadership Academy, Denver
Aug 21   Downtown Institute: Small Towns Growing Consciously, Ridgway
Oct 6-9  2015 Annual Conference: Vibrant Colorado DOWNTOWNS, Durango

For more information, see our events calendar at www.downtowncoloradoinc.org

Recommendation: Continue to energize the look and feel of downtown by hiring local or regional artists to design streetscape elements: BIKE RACKS

Recommendation: Nederland is lucky to have a property owner willing to subsidize parking and creative industry. It may not be the highest and best use, but as long as you have it, use it better.

Thank you!

For more information contact DCI:
303.282.0625 or director@downtowncoloradoinc.org

Resources for Vital DOWNTOWNS since 1982

Next Steps

1 – 2 weeks after the technical assistance visit
• Use the presentation to share ideas and spark conversation.
• Plan a follow up meeting to get people together and discuss next steps.
• Develop a means to solicit and collect ideas online.
• Identify ways to cross-promote this summer.

3 – 6 Weeks after the technical assistance visit
• Identify two visible projects that will be noticed around town.
• Develop a survey of skills people might have or want to learn and send it to all participants.