# Appendix I. Welcome Letter

Dear Community Leader:

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

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

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

Thanks,

Katherine Correll

# Appendix II: Action/Responsibility Matrix

## Organization & Management

| Organization & Management | | | | |
|---|---|---|---|---|
| | Action Item | Measurement of Success | Initiator | Potential Partners |
| 1-3 M | Utilize the comprehensive planning process to work with organizations, residents, and community groups to develop downtown objectives. | Work plan with tasks and timeline for implementation of objectives. | Town | All entities, businesses, and residents |
| 1-3 M | Begin discussions with school administrators, teachers, and library administration to develop collaborative plan for events and programming targeting youth, seniors, and under-represented | Increased involvement in downtown events by target groups. Creation of youth advisory committee. | Chamber | DBA, Chamber, City, One Morgan County, etc |
| 1-3M | Develop list of training needs for business. Include window display, merchandising, website development, etc. | Completed strategic events calendar and current events enhanced. | Chamber/ DBA | Chamber/DBA/One Morgan County/City/MCEDC/Brush Chamber/SBDC |
| 1-3M | Conduct assessment of events and determine objectives and potential for improvements. | Completed strategic events calendar and current events enhanced. | Chamber/ DBA | Chamber/DBA/One Morgan County/City/MCEDC/Brush Chamber |
| 3-6 M | Assess feasibility of various partnership opportunities and funding mechanisms for all entities working downtown (DBA, Chamber, City, EDC, Historical Foundation, Businesses, etc) | Completed stakeholder analysis, volunteer skills analysis, and review funding mechanism matrix. | DBA | DBA, Chamber, City, EDC, Historical Foundation, Businesses, etc |
| 3-6M | Conduct assessment of events and determine objectives and potential for improvements. | List of potential new events that fill voids and represent new community brand. | Chamber/ DBA | Chamber/DBA/One Morgan County/City/MCEDC/Brush Chamber |

# Action/Responsibility Matrix

## Organization & Management/Promotions

| | | | | |
|---|---|---|---|---|
| 3-6 M | Attend Downtown Institute sessions to gain a better understanding of the Main Street Approach to manage your downtown. | Apply to DOLA for Scholarships and register for upcoming events. | City | Chamber, DBA, etc. |
| 6+ M | Create targeted volunteer recruitment. Tap into schools, seniors, and library volunteers to identify and coordinate volunteers available. | Advertisements | DBA/ Chamber | City, Library, Schools, DBA, and Chamber |
| 6+ M | Create targeted volunteer recruitment. Tap into schools, seniors, and library volunteers to identify and coordinate volunteers available. | Create volunteer database | DBA/ Chamber | City, Library, Schools, DBA, and Chamber |
| 12+M | Develop a intern/volunteer job description for a part-time position to focus on downtown objectives. | Advertisement at Morgan Community College, local papers, Chamber news, website, MCEDC, | DBA | Chamber, City, EDC, etc. |
| 1-3M | DBA and Chamber hold facilitated discussion to assess roles and outreach. Develop clear list of benefits, membership fees, etc. | Agenda of training, new collateral materials developed. | DBA/ Chamber | Businesses, DOLA |
| 3-6M | Work with community groups to formalize downtown organization in Main Street Program or Downtown Association. Hold a public forum with experts to discuss different types of organizations/ districts. | Review of benefits of 501 c (3) status, DDA, BID, etc. | Chamber/ DBA | City, EDC, DCI, DOLA, etc. |
| 6-12M | Work with community groups to formalize downtown organization in Main Street Program or Downtown Association. Hold a public forum with experts to discuss different types of organizations/ | Announcements for meeting | Chamber/ DBA | City, EDC, DCI, DOLA, etc. |
| Promotions | | | | |
| Time | Action Item | Measurement of Success | Initiator | Potential Partners |

DOWNTOWN COLORADO, INC

# Action/Responsibility Matrix

## Promotions

| | | | | |
|---|---|---|---|---|
| 1-3 m | Develop "shop local" campaign | Promotional materials identifying products and services available downtown. Promotional materials identifying where sales tax dollars are spent. | DBA | City finance department, businesses, Chamber |
| 1-3 m | Create a Downtown Ft. Morgan webpage with business directory, contacts, calendar, and community highlights. Update this as more material is developed. Initially, this may be on the Chamber | Updated webpage that has all downtown related information | DBA | City, Chamber, Businesses |
| 1-3m | Review strategic event matrix with consideration of event objectives and retail components for events. Develop a collaborative marketing strategy for Downtown businesses. | Increased sales and attendance at downtown events. | DBA | City, Chamber, Businesses |
| 1-3 m | Identify local musical groups, including Somali and Mexican immigrant groups | Increased ethnic and cultural groups in Concert Series and International Music Fest | City | Residents |
| 3-6m | Create cross marketing promotional materials | Materials highlighting downtown businesses located in each of the businesses | DBA | Downtown businesses |
| 3-6m | Engage Historical Society and School in promotional campaign to conduct architectural and cultural history of the community. Create contest for the kids to participate in. | Written history of building of significant importance | Historical Society, Schools | Business and property owners, State Historical Fund, Museum |
| 6-12m | Establish a community wide-event where each business has an opportunity to showcase their products or services. Invite employees of all Downtown business to familiarize them with products and services. | Broader knowledge and awareness of products and services in Downtown. Increase sense of community. | DBA | Business and property owners, Employees |
| | | | | |
| Time | Action Item | Measurement of Success | Initiator | Potential Partners |

# Action/Responsibility Matrix

## Economic Restructuring

| | | | | |
|---|---|---|---|---|
| 1-3 m | Research Business license fee structure | Business license fee structure established | Ft. Morgan | Ft. Morgan, DBA and Chamber |
| 1-3 m | Research Vendor/Booth fee structure | Vendor fee structure established | Ft. Morgan | Ft. Morgan, DBA and Chamber |
| 6-12 m | Identify downtown business improvements projects | 2 businesses identify improvements | DBA | Ft. Morgan, DBA and Chamber |
| Economic Restructuring | | | | |
| Time | Action Item | Measurement of Success | Initiator | Potential Partners |
| 1-3 m | Conduct up to date market analysis | Report Completed | City | DBA, Chamber, Morgan County |
| 1-3 m | Option: Identify simple steps to evaluate potential retail capture and leakage such point-of-sale surveys of consumers' zip codes; local household surveys of expenditure patterns and buying-trip patterns. | List of surveys with description of process. Training held for businesses. | MCEDC and SBDC | DBA, City |
| 1-3 m | Let households and businesses know that they will be asked about their spending patterns and make them comfortable with what to expect | Notification made | City | Utility bills |
| 1-3 m | Inventory spaces and lots that could accommodate development | Inventory completed | Housing Authority | Housing nonprofits, local realtors, CO Division of Housing, Morgan Community College |
| 1-3 m | Public meetings to get constructive feedback from business owners and the community at large | Meeting agenda | DBA | Housing nonprofits, local realtors, CO Division of Housing, Morgan Community College |
| 1-3M | Initiate Meetings with Major Employers | Meet Once with Each Employer | DBA | Cargill, Leprino, Viaero, Colorado Plains Medical Center, Eben Ezer Lutheran Care Center, Teague Diversified, Valley View Villa, Western Sugar |
| 1-3M | Meet with Other Building/Fire Enforcement Agencies to ID Building Options for Historic Buildings | Summary of Building/Fire Construction Code Options Written/Discussed with City Staff | City of Fort Morgan | Poudre Fire Authority, City of Fort Collins, City of Boulder, SafeBuilt(970-686-7511) |
| 1-3 M | Reintroduce short-term parking spaces | Signs visible | City | Business owners, DBA |
| 1-3m | Identify trail alignments and identify stakeholder property owners | Database of property owners and inventory of property | City Parks & Red | Recreational interest groups, public works, County Parks Dept |

DOWNTOWN COLORADO, INC

# Action/Responsibility Matrix

## Economic Restructuring

| | | | | |
|---|---|---|---|---|
| 1-3m | Convene a stakeholders group with parks, recreation, and user interests | Agenda and list of participants | City Parks & Red | Recreational interest groups, public works, County Parks Dept |
| 3-6m | Evaluate options for creating access, e.g. land acquisition, easements, etc | List of optional strategies | City Parks & Red | Recreational interest groups, public works, County Parks Dept |
| 3-6M | Determine if Code Changes are Necessary | Code Changes Taken to Council for Consideration | City of Fort Morgan | DBA Members/Chamber of Commerce |
| 3-6M | Expand DBA Membership (On-Going) | 50% of Businesses in Membership | DBA | All Businesses in DBA Boundary |
| 3-6M | Target DBA Minority Membership Development (On-Going) | 2 Minority Businesses in Membership | DBA | Minority Businesses in DBA Boundary |
| 3-6M | Create Major Employers' Operational Information | Distribute Information to Membership | DBA | |
| 3-6 M | Identify Locations for Youth-Focused Activities | List Created | DBA | City of Fort Morgan, Property/ Business Owners in DBA, Youth Groups/Organizations, Schools |
| 3-6M | Engage the Youth in Development of Programs Downtown | Create Activity Wish List | Fort Morgan School District | City of Fort Morgan, DBA, Youth Groups/Organizations, Schools |
| 3-6M | Identify Seniors' Desires for Activities Downtown | Create Wish List | City of Fort Morgan | Senior Groups/Organizations |
| 3-6M | Create Brochure Outlining Building Permit Process and Fees | Brochure Completed | City of Fort Morgan | |
| 3-6M | Hold Interactive Session with DBA Property/Business Owners Regarding Building Permit Process and Fees | Seminar Held | City of Fort Morgan | DBA Members/Chamber of Commerce |
| 3-6 m | Hold a public meeting to assess the priorities for housing (downtown, rental, second floor, workforce, etc). | Meeting agenda, list of community priorities | Housing Authority | Housing nonprofits, local realtors, CO Division of Housing, Morgan Community College |
| 3-6 m | Review zoning code to accommodate recommended configuration | zoning changes made | City | Housing nonprofits |

# Action/Responsibility Matrix

## Economic Restructuring

| | | | | |
|---|---|---|---|---|
| 3-6 m | Meet with business owners to determine parking | Agenda | DBA | Business owners, City |
| 3-6 m | Conduct proposal process from downtown | Proposals collected | | |
| 3-6 m | Select spaces and put up signs | Signs up | | |
| 6-12M | Expand DBA Membership (On-Going) | 75% of Businesses in Membership | DBA | All Businesses in DBA Boundary |
| 6-12M | Target DBA Minority Membership Development (On-Going) | 5 Minority Businesses in Membership | DBA | Minority Businesses in DBA Boundary |
| 6-12M | Provide Language Education | Hold 6 Training Sessions | DBA | Fort Morgan School District and Morgan Community College |
| 6-12M | Create Activity/Event with Major Employer | Hold One New Activity/Event | DBA | Cargill and/or Leprino |
| 6-12M | Work with Property/Business Owner(s) to Develop Youth Location | ID Location | If Public - City of Fort Morgan, If Private - DBA | City of Fort Morgan, Property/ Business Owners in DBA, Youth Groups/Organizations, Schools |
| 6-12M | Work with Property/Business Owner(s) to Develop Senior Activities | Hold One New Activity/Event | DBA | Senior Groups/Organizations |
| 6-12M | Create Mentorship/Internship Retail Program with Youth | Program Available to Students | Morgan | DBA Members/Chamber of Commerce |
| 6-12M | Utilize Mentorship Program to Expand Hours of Operation | 2 DBA Members Utilizing Program | Morgan | DBA Members/Chamber of Commerce |
| 6-12 m | Conduct survey and compile a description of local goods & services consumed and where purchased. | Preliminary report issues | DBA | Chamber, MCEDC |
| 6-12 m | Option: RFP for retail marketing consultant to do full retail leakage study and market analysis | Consultant hired | City | DBA, Chamber |
| 12 + m | Presentation of survey results to business | Presentation completed | MDEDC | DBA, City, Chamber |

DOWNTOWN COLORADO, INC

# Action/Responsibility Matrix

## Design

| | | | | |
|---|---|---|---|---|
| 12m | Identifying funding sources for open space trail development | Funding sources identified and applied for | City Parks & Red | Recreational interest groups, public works, County Parks Dept |
| 18m | Create bike trails and signage through town | Lanes designated, painted, and signed | City Parks | Recreational interest groups, |
| Design | | | | |
| Time | Action Item | Measurement of Success | Initiator | Potential Partners |
| 1-3m | Return State & Ensign streets to two-way streets to slow traffic and add parking | Slower traffic and more on-street parking spaces | City | N/A |
| 3-6m | Provide new signs from the Interstate to Downtown | Establish signage committee and develop goals and guidelines | City and DBA | Downtown Business, Historical, CDOT, |
| 3-6m | Streetscape Completion | Downtown Design Committee meets and addresses needs for downtown streetscape additions | DBA Design Com. | Local businesses and City |
| 3-6m | Back Alley Integration | Establish committee and guidelines, map available parcels | DBA Design Com. | Downtown businesses, City |
| 6-12m | Update historic building survey and implement historic preservation ordinance | Survey forms for all downtown buildings and identification of local landmarks | City | Local historical society and landmarks commission |
| 6-12m | Back Alley Integration | Promote improvements within back alley to enhance pedestrian movement and promote expanded retail spaces along alleys | DBA Design Com. | Downtown businesses, City |
| 6-12m | Capitalize a revolving loan fund for façade renovation projects | 5 façade renovation projects over 2 years | City | Banks, CDBG & State Historical Fund grants, etc. |
| 6-18m | Designs and initial projects | Secure team to design initial projects and establish guidelines for later projects | Signage | Signage Committee, CSU-DOLA TA Team, CDOT, City |
| 18-36 | Historic and downtown Signage | Informational signage up and functional in downtown | Signage | Signage Committee, CSU-DOLA TA Team, historic committee, City |
| 12-24m | Streetscape Completion | Donations secured and furniture installed, trees pruned, benches, racks | DBA Design Com. | downtown Business, City |

# Appendix III: Elements for Downtown Economic & Community Development

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

## MENU OF TECHNICAL ASSISTANCE

### ORGANIZATION

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

### PROMOTION

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

### DESIGN

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

### ECONOMIC RESTRUCTURING

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

# Appendix IV: Sample Stakeholder Analysis

Steps:

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

| Stakeholder for Project | Stake or Interest | Supportive of Project | | Relative Importance | Potential Contribution or Withholding | Approach/Responsible |
|---|---|---|---|---|---|---|
| | | Yes | No | | | |
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# Appendix V: Identify Potential Volunteers by Stakeholder Groups

Steps:

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

| Stakeholder Groups / Volunteer Source (individual or organization) | Business Owners | Property Owners | Neighborhood Residents | Government | Media | Utilities | Civic Groups | Youth/Schools | Preservationists | Financial Institutions | Religious Organizations | Design Professionals | Institutions | Community/ Economic Dev. Organizations |
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# Appendix VI: Identify Potential Volunteers by Desired Skills

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

| Skill / Volunteer Source (individual or organization) | Fund-Raising | Accounting | Graphic Design | Legal Expertise | Finance | Public Speaking | Writing skills | Website design | Marketing | Grantwriting | Gardening | Architecture | Painting | Etc… |
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# Appendix VII: Potential Project Partners

Steps:

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

| Stakeholder groups<br>Projects/Events | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Project Name… | | | | | | | | | | | | | | |
| Project Name… | | | | | | | | | | | | | | |
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| Project Name… | | | | | | | | | | | | | | |

DOWNTOWN COLORADO, INC

# Appendix VIII: Sample Strategic Event Planning Matrix

Steps:

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

| Objective<br>Event | | Kid friendly | Fund Raising | Traffic Generating | Promotes Retail | Restaurant | Downtown | Green Initiatives | Historic Accentuated | Lead Org | Partner Orgs | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Outdoor Market | X | | | X | | | X | | | | | |
| Bravo Concert at the Little Beach Park | X | X | | | | | | | | | | |
| July 4th Parade | X | X | | X | | | X | | | | | |
| Christmas Event | X | X | | | | | | | | | | |
| Halloween | X | X | | X | | | | | | | | |
| Concerts in the Business districts | | | | | | | | | | | | |
| $5.00 Thursdays | | | | | | | | | | | | |
| Movie Night-dinner and bike to the L.B.P. | | | | | | | | | | | | |
| First Friday Art Walk | | | | | | | | | | | | |
| Minturn/Red cliff bike ride/pub crawl/ bonfire | | | | | | | | | | | | |
| Soap box derby or big wheel race | | | | | | | | | | | | |
| Minturn "Off track" festival | | | | | | | | | | | | |
| Home tour | | | | | | | | | | | | |
| Ghost tour or haunted house | | | | | | | | | | | | |

**Primary Demographic Groups** 1.Local 2.Surrounding Area 3.Regional 4.Larger area

# Appendix IX: Fort Morgan Strategic Event Matrix

| Event | Historic Accent | Kids | Downtown | Retail Comp. | Fund-raising | Food & Music |
|---|---|---|---|---|---|---|
| Car Show | | | x | x | | x |
| Christmas Parade | | X | X | | | |
| Concerts in the Park | | | | | | x |
| Pumpkin Patch | | | x | | | |
| History Month | x | x | | | | |
| Chocolate Affair | | x | x | | | X |

# Appendix X: Sample Strategic Event Planning Calendar

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

| Objective<br>Event | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Minturn Market | | | | | | x | x | x | x | | | |
| Bravo Concert at the Little Beach Park | | | | | | x | x | x | x | | | |
| July 4th Parade | | | | | | | x | | | | | |
| Christmas Event | | | | | | | | | | | | x |
| Halloween | | | | | | | | | | x | | |
| St. Patty's Explosion | | | x | | | | | | | | | |
| Concerts in the Business district | | | | | | | | | | | | |
| $5.00 Thursdays | | | | | | | | | | | | |
| Movie Night-dinner and bike to the L.B.P. | | | | | | | | | | | | |
| First Friday Art Walk | | | | | | | | | | | | |
| Minturn/Red cliff bike ride/pub crawl/ bonfire | | | | | | | | | | | | |
| Soap box derby or big wheel race | | | | | | | | | | | | |
| Minturn "Off track" festival | | | | | | | | | | | | |
| Home tour | | | | | | | | | | | | |
| Ghost tour or haunted house | | | | | | | | | | | | |

# Appendix XI: Basic Responsibilities of Nonprofit Boards[1]

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

## Responsibilities of a Board Member

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

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

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:

1 "Ten Basic Responsibilities of Nonprofit Boards," published by the National Center for Nonprofit Boards, Washington, DC 20036. http://www.ncnb.org

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

EVERY BIT HELPS!

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

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

Growing pains: As an organization evolves from startup to growth toward maturity, the responsibilities and character of its board of directors will evolve as well. Challenges that may come with growth include:

- Weaning directors away from involvement in operations and management.
- Addressing the needs and problems of a large staff.
- Bringing aboard new people and new ideas.

# Board Officer Job Descriptions[2]

## 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

2 The following descriptions were adapted from materials from Board Source

of the Board members.
12. Evaluates annually the performance of the organization in achieving its mission.
13. Performs other responsibilities assigned by the Board.

Board Vice-President Job Description

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

Board Secretary Job Description

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

Board Treasurer Job Description

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

Committee Chair Job Description

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

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

# Appendix XII: Executive Director Job Description

Work Objectives

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

Full Range of Duties to be Performed

The executive director should carry out the following tasks:

- Coordinate the activity of the Downtown program committees, ensuring that communication among committees is well established; assist committee volunteers with implementation of work plan items.
- Manage all administrative aspects of the Downtown program, including purchasing, record keeping, budget development, accounting, preparing all reports required by the coordinating Downtown program, assisting with the preparation of reports to funding agencies, and supervising employees or consultants.
- Develop, in conjunction with the Downtown program's board of directors, downtown economic development strategies that are based on historic preservation and utilize the community's human and economic resources. Become familiar with all persons and groups directly and indirectly involved in the downtown. Mindful of the roles of various downtown interest groups, assist the Downtown program's board of directors and committees in developing an annual action plan for implementing a downtown revitalization program focused on four areas: design/historic preservation; promotion and marketing; organization/management; and economic restructuring/development.
- Develop and conduct on-going public awareness and education programs designed to enhance appreciation of the downtown's assets and to foster an understanding of the Downtown program's goals and objectives. Use speaking engagements, media interviews, and personal appearances to keep the program in the public eye.
- Assist individual tenants or property owners with physical improvement projects through personal consultation or by obtaining and supervising professional design consultants; assist in locating appropriate contractors and materials; when possible, participate in construction supervision; and provide advice and guidance on necessary financial mechanisms for physical improvements.
- Assess the management capacity of major downtown organizations and encourage improvements in the downtown community's ability to carry out joint activities such as promotional events, advertising, appropriate store hours, special events, business assistance, business recruitment, parking management, and so on. Provide advice and information on successful downtown management. Encourage a cooperative climate among downtown interests and local public officials.
- Advise downtown merchants' organizations and/or chamber of commerce retail committees on The Downtown program activities and goals; help coordinate joint promotional events, such as festivals or business promotions, to improve the quality and success of events and attract people to downtown; work closely with local media to ensure maximum coverage of promotional activities; encourage design excellence in all aspects of promotion in order to advance an image of quality for the downtown.
- Help build strong and productive relationships with appropriate public agencies at the local and state levels.
- Utilizing the Downtown program format, develop and maintain data systems to track the progress of the local Main Street program. These systems should include economic monitoring, individual building files, photographic documentation of physical changes, and statistics on job creation and business retention.
- Represent the community to important constituencies at the local, state, and national levels. Speak

effectively on the program's directions and work, mindful of the need to improve state and national economic development policies as they relate to commercial districts.

- Resource Management Responsibilitie

- 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.

# Appendix XIII: 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

| | Does not meet | Meets | Exceeds | Far Exceeds |
|---|---|---|---|---|
| Project/Event Management | | | | |
| Donor/Member Relations | | | | |
| Support to the Board of Directors | | | | |
| Support to the Committees | | | | |
| Public Relations/Outreach | | | | |
| Other: | | | | |
| Other: | | | | |
| Other: | | | | |
| Other: | | | | |

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.

Employee Date President Date

# Director Annual Evaluation (Continued)

Name: Title:

**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

Employee Date Supervisor Date

# Appendix XIV: Succession Planning Matrix

Steps:

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

| Leadership Position | Name | Time remaining in term | Who will replace them? | Is the successor confirmed? | Necessary next steps to ensure a smooth transition |
|---|---|---|---|---|---|
| President/Chair | | | | | |
| Vice President/Chair | | | | | |
| Secretary | | | | | |
| Treasurer | | | | | |
| Design Committee Chair | | | | | |
| Organization Committee Chair | | | | | |
| E.R. Committee Chair | | | | | |
| Promo. Committee Chair | | | | | |
| Significant Business 1. | | | | | |
| Significant Business 2. | | | | | |
| Other: | | | | | |
| Other: | | | | | |

# Appendix XV: 5 Steps to Successfully Plan for Your Community Meetings

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

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

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

3. Create your message. There are a variety of ways for communities to reach their populations. Some communities put an announcement in the local newspaper and others include an announcement with local utility bills. Below is a listing of basic mediums you should prepare for use. Be sure to include an email address or phone number for attendees to RSVP or ask questions.

- Personal invite/letter
- Press release
- Flyer
- Website page or posting
- 30-60 second verbal presentation that volunteers can make in person

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

Local government (e.g., city and county officials):

- Email or mail a letter detailing the process and inviting participation
- Follow-up phone calls to reiterate invite
- Send a press release
- Create a flyer to be posted Business owners:
- Email or mail a letter detailing the process and inviting participation
- Follow-up phone calls to reiterate invite
- Send a press release
- Create a flyer to be posted
- Visit in person
- Ask to leave flyers for customers

Other local government and organizations (e.g., police departments, school district, library district, chamber of commerce, convention & visitors' bureau, volunteer associations, business associations, seniors groups and hospitals):

- Email or mail a letter detailing the process and inviting participation
- Follow-up phone calls to reiterate invite
- Send a press release
- Create a flyer to be posted both for employees and for visitors
- Send a flyer home to parents through the schools Local newspapers:
- Send a press release
- Contact a reporter to promote the downtown assessment visit prior to the day and to cover the story the day of the event
- Contact the calendar editor to have it published in the calendar online and in print
- Place an announcement in the paper

Local radio:

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

Online:

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

Flyers:

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

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

# Appendix XVI: Sample Press Release

DOWNTOWN COLORADO, INC
240 South Broadway, Suite 201, Denver, Colorado 80209 P 303.282.0625, F 303.282.0658
info@downtowncoloradoinc.org / www.downtowncoloradoinc.org

Sample Press Release

FOR IMMEDIATE RELEASE

CONTACT: NAME, TITLE
CITY
PHONE, EMAIL

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

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

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

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

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

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

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

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

# # #

| | COMMUNICATIONS STRATEGIES | | | |
|---|---|---|---|---|
| Everyone *(Bare | Website<br>▪ Create one website for communities/downtown to market. Consider something clever.<br>▪ Websites are among today's most important tools for communicating | Social Media<br>▪ Linked to website as a way to drive traffic to website, communicate up-to-date information<br>▪ Get youth involved in using these mediums to market the communities? | Marketing/ Advertising<br>▪ Create well established identity and package for branding<br>▪ Engage the communities in the role out of a joint marketing campaign | Special Events<br>▪ Concentrate on year-round activation with emphasis on shoulder seasons |
| Community Members | ▪ Community events calendar<br>▪ Community news and projects<br>▪ Community resources<br>▪ Community business listings<br>▪ Newsletter opt-in | ▪ Facebook | ▪ Shop Local campaign<br>▪ Standard window posters, in restaurant table tents or placemats, etc.<br>▪ Bill stuffers to promote community events and business<br>▪ Community member discount cards | ▪ Create special events task force consisting of Merchants Assoc., Chamber, community members, and businesses.<br>▪ Conduct an analysis of events, develop strategic initiatives<br>Event planning matrix – meet goals for audience, year-round activation |
| Day-cation Visitors | ▪ What do they need to plan a trip for a day?<br>▪ Package experiences/ build an itinerary<br>▪ Maps (of businesses, historical trails & walks, recreational amenities, etc.) | ▪ "Twisitor Center" – visitors can send in questions about the community via Twitter and get responses | ▪ Target marketing to key visitor areas (via ads/ billboards), tour bus groups, etc.<br>▪ Printed map(s)<br>▪ Strengthen Visitor's Center? | ▪ Event series released in advance with cooperative ideas<br>▪ Unique experiences at camps for day visitors<br>▪ Bring people to town for the day or evening |
| Destination Visitors | ▪ Vacation planner<br>▪ Lodging resources in the region<br>▪ Links to other visitor sites | ▪ Flickr (gorgeous pictures of the town or view) | ▪ Targeted viral marketing for key interest groups<br>▪ Visitor Info Packet | |
| Business Owners/ Investors/ | ▪ Data about communities to encourage new business development<br>▪ Package "doing business" information | ▪ Training to diversity with online businesses<br>▪ Social media training for businesses, link them to main website | ▪ Market free business training & support (i.e. merchandising, basic customer service and hospitality training)<br>▪ Focus on consistent weekend hours<br>▪ Business Plan Contest<br>▪ Package "doing business" information for print | ▪ Signature event as business development strategy |
| Orgs (Govt, Chamber, Non-Profits, etc.) | ▪ Common place to post info about projects, community news | ▪ All use same tools (one go to place for community to find latest news) | ▪ Create and market similar business incentive policies between the two communities | ▪ Monthly informal meetings to share info w/& get input from businesses<br>Business planning/entrepreneurs training by SBDC |

# Appendix XVIII: Communication Planning Form

## Communications Planning Form

Today's Date:_____Organization/Contact:_____

_____

Email: _____Phone #_____

_____

Event Title/Topic to promote & Description: _____

_____ _____

_____

_____Date (s) Needed: _____

_____

## Goals & Objectives

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

___Raise awareness about an issue/program ___Encourage Attendance at an Event

___Recruit Volunteers ___Publicize News

___ Recognize Someone/Announce an Award ___Correct Misinformation/Misperceptions

___Other (attach additional information)

## Target Audience:

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

## Geographic:

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

## Message to communicate:

- Talking point 1_____

  _____ _____

  _____

- Talking point 2_____

  _____ _____

  _____

- Talking point 3_____

  _____

_____

**Desired result**

_____ # of attendees to the event _____Story in the media _____Internal communication _____Fundraising

**Outreach to Consider:**

**Face to Face Community Engagement**

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

**Media Options to be used**

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

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

Social Media (coordinated by Dan Rowland)

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

**Handouts and other collateral to be used**

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

**Internal communications**

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

**Distribution:**

☐ Downtown Director ☐ Board of Directors ☐ Town Government ☐ All town ☐ Sponsors

# Appendix IXX: List of Resources

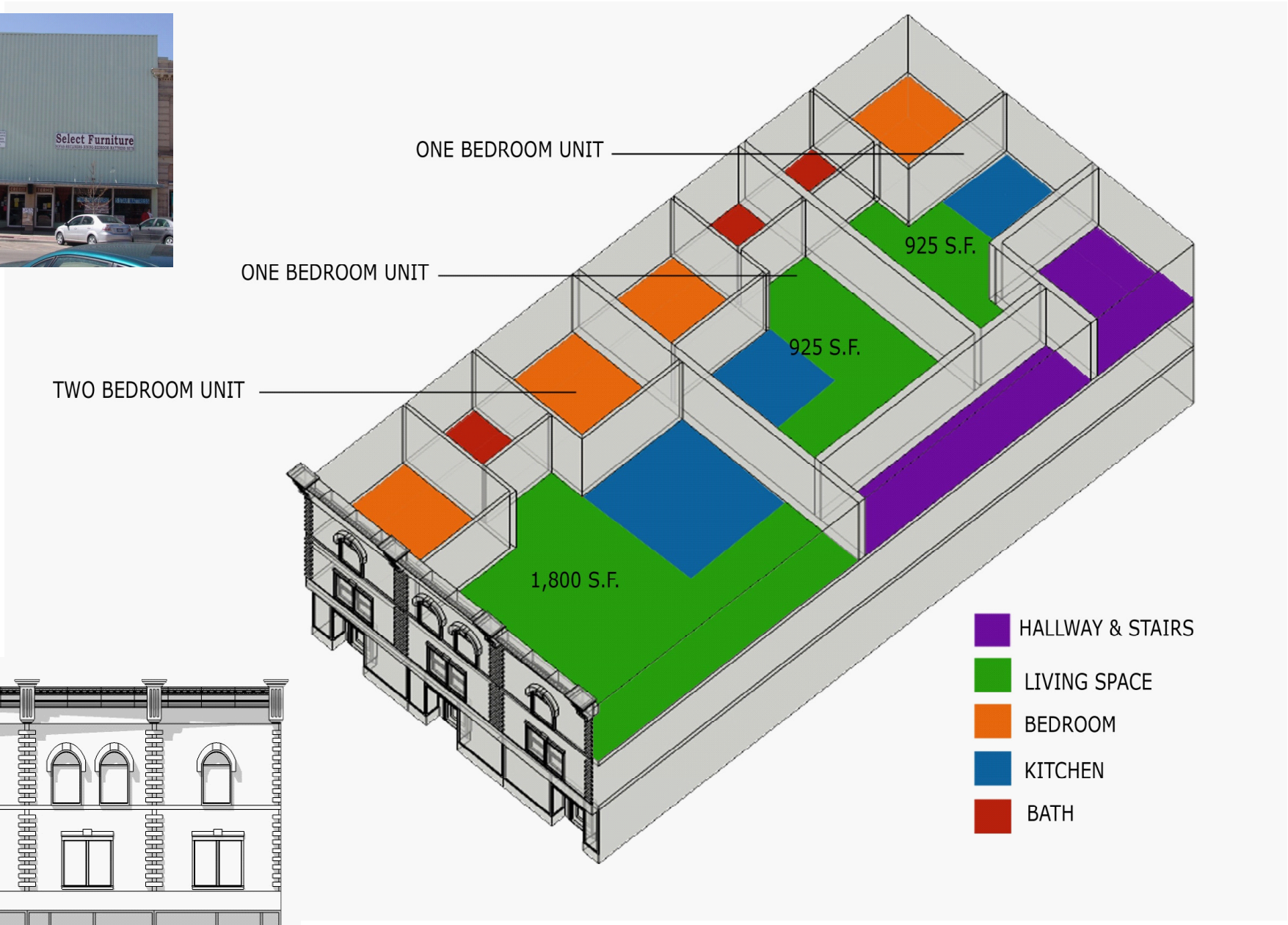
ORGANIZATIONS TO REVIEW (Information, Technical assistance, Funding)

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

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

# Appendix XX: Fort Morgan Theater Facade Rendering

# Appendix XXI: Fort Morgan Opera House Second Story Plan



# Appendix XXII: Focus Group Sign-In Sheets

Ft Morgan
March 22 1:30pm

Sign In

| NAME | ORG/POSITION | PHONE | EMAIL |
|---|---|---|---|
| Laura Teague | BOCC/Morgan Co | 970.542-3500 | Heague@co.morgan.co |
| Lyn Deal | City Ft Morgan | 970-867-7928 | l.deal@buesh |
| Scott BRYAN | FM Council | 9708676211 | SBRYAN@cityofFortmorg |
| Julie Harden | Chair Planning+Zoning | 970-867-7276 | djharden66@msn.c |
| Pat Canales | Planning Commission | 970-867-0620 | pcanales@morgan.k.12.co.us |
| Brent Nation | FM Council | 970-867-2883 | brent@nationengineering.co |
| MARTIN LANDERS | PLAN TOOLS | 970 988 8180 | mlanders@plan-tools |
| Dan Barker | FM Time | 970-324-1254 | |
| PAT MERRILL | CITY MANAGER, FORT MORGAN | (970) 542-3961 | PMERRILL@ |
| David Callahan | " | 9707582888 | CITY OF FORT MORGAN.C |

2:45 Sign In

| NAME | ORG/POSITION | PHONE | EMAIL |
|---|---|---|---|
| Terri Schafer | City Treasurer | 970.542-3967 | tschafer@cityoffortmorgan.com |
| Claudia Nickell | Library | 542-4002 | cnickell@fmlibrary.org |
| Mike Kirkendall | Building Inspector City of Ft. Morgan | 542-3908 | mkirkendall@cityoffortmorgan |
| BRADLEY CURTIS | CITY ENGINEER | 542-3901 | bcurtis@cityofFortmorgan.co |
| Greg Wagers | Re-3 Schools | 867-5633 | gwagers@morgan.k12.co.us |
| Kerry Hart | Morgan Comm. College | 542-3105 | kerry.hart@morgan.edu |
| Ron Pflug | Re-3 Schools | 867-5633 | rpflug@morgan.k12.co.us |
| KEITH KURETICH | Ft. MORGAN POLICE | 542-3731 | chief@cityofFortmorgan.com |

# Focus Group Sign-In Sheets (Continued)

SIGN IN

6pm

| NAME | ORG/POSITION | PHONE | EMAIL |
|---|---|---|---|
| * Ben Baughman | The Sanctuary | 970-542-2285 | ben@makingsh visible. |
| Lynn Dean | City Council | 970-867-7928 | |
| [illegible] | Covert Town Inn | 970-768-0919 | mikeg@covertthe |
| Juan Mecillas | Diamond Vogel | 867-5636 | fordmorgan@ |
| Rhonda Staley | Business Mart | 867-7306 | businessmart@bresnan.net |
| Kevin K. Hughes | Unique Embroidery | 867-9066 | Kevin@uee inc.com |
| Bonnie Newton | The Book Nook | 867-5449 | btnook@qwestoffice.ne |
| Nancy Hocheder | Inspirations | 542-0810 | shop@inspirationsquilt shop.com |
| Sandy Patten | Commercial Printer / Patterns Gunsmith | 867-9709 | commercial208@hotmail.c |
| Kaylynn Duvall | Commercial Printers / Patterns Gunsmithing | | |
| Linda McAlister | | | |
| Terry McAlister | | | |
| Jo-Anne Rohr-Cook | Holistic Health Center | 867-4852 | |
| Tom + Becky Thiel | Bijou T Quest | 867-5225 | |
| Lindsey Bruntz | Media Logic Radio | 867-5074 | |
| Patti Rousselle | " " | 768-9689 | |
| Dick Pickett | MEECO SBDC | 970 352-3661 | |
| Kerry Hart | Morgan Comm. College | 970 542-3501 | kerry.hart@morgancc.edu |
| Ron Sand | Sands 1705-1 | 970-527-2453 | R Sand@bresnan.net |
| Duane Beckland | Morgan Medical Equip-Supply | 867-4997 | |
| Nicolas Ng | Cafe Lotus / Planning + Zoning | 970 2191880 | nng501@aol.com |
| Stan Peterson | | | |
| John Brennan | Ft. Morgan Times | 970 867-5651 | jbrennan@ftmorgantimes.com |
| Kori Linker | MCEDC | 970 5423527 | klinker@morgancounty.com |
| Sharon Helms | Northeast Co Housing Executive Director | 970-542-1221 | nechc@qwestoffice.net |

Sign IN
7:00 PM

John Young
Sharon Helms

# Appendix XXIII: Agenda

**AGENDA**

| Date/Time | Agenda | Attending | Location |
|---|---|---|---|
| **3/22** | | | |
| 10:00 AM | Orientation/Tour | Power Point by Lyn Deal, Pat Merrill, City Manager & David Callahan, Comm. Dev. Director | Council Hearing Room, 110 Main Street (HCH) |
| 12:00 PM | Lunch with Staff, City Council, and County Commissioners. | City Staff/City Council, County Commissioners | O' Sole Mio, 322 Ensign |
| 1:30 PM | Focus Group Meeting 1 (45 Min) | City Staff/City Council, County Commissioners, Planning Commission Members | Upper Conference Room, HCH |
| 2:45 PM | Focus Group Meeting 2 (45 Min) | Service Providers: City Planning Department, Museum/Library staff, Fire Protection District, City Engineer, School District, Community College | Upper Conference Room, HCH |
| 3:30 PM & 5:00 PM | Team to Visit Downtown and 5:00 Dinner for Team | Team Members on their own; meet at Acapulco Bay for dinner (Dinner for 5 hosted by MCEDC) | Acapulco Bay |
| 6:00 PM | Focus Group Meeting 3 (45 Min) | Business Community/Groups Chamber of Commerce, Business Owners at large, Merchants, MCEDC staff. | Senior Center |
| 7:00 PM | Focus Group Meeting 4 (45 Min) | Residents, community members at large. | Senior Center |
| 8:00 PM | Team de-brief | Team | Hotel Meeting Room |
| 9:00 PM | Draft Recommendations | Team | Hotel Meeting Room |
| **3/ 23** | | | |
| 8:00 AM | Working Breakfast—Recap Issues and Recommendations | Team | Country Steak-Out |
| 9:00 AM | Team Members develop presentation/ & Final report, Follow-up interviews | Team | Operations Complex Conference Room |
| 12 Noon | Working Lunch Delivered | Box Lunch for 5 delivered to the Complex, 710 E. Railroad Ave. | Operations Complex Conference Room |
| 3:45 PM | Meet with client to review | Pat Merrill & David Callahan | Operations Complex Conference Room |
| 5:00 PM | Reception/Presentation | Invite all participants and the public (Veggie, fruit and cheese tray) | Council Hearing Room, 110 Main Street |

# Appendix XXIV: Team Member Bios

Katherine Correll
Executive Director, Downtown Colorado, Inc.
Katherine Correll has experience spanning the fields of community outreach to advance downtown and community development, not-for-profit administration, project development and management, local government planning, marketing, financial and economic development services, and education. Katherine joined Downtown Colorado, Inc. as the Director of Communications and Operations in 2006; in 2007 she became the Executive Director. Born and raised in Denver, Colorado, Katherine has worked with development initiatives in Denver, New York, Chicago, and the Former Soviet Union. Her focus on strategic planning and organizational development and management includes building viable and sustainable private, public, and non-for-profit institutions and programs. Prior to her current position, Katherine managed the American Councils' portfolio for the Republic of Moldova, focusing on building civil society initiatives, education, and public administration reforms. She was also responsible for management and growth of the American Language Center, language and professional training school. Katherine received her Master's Degree in Public Administration from Rutgers University and her Bachelor's Degree in Politics with a Minor in Urban Studies from New York University.

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

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

Kim Grant
Arvada Grants Administrator
Kim Grant serves as Grants Administrator for the City of Arvada, where he is responsible for securing and coordinating additional funding to support city initiatives as part of a comprehensive grants program for a municipality of 107,000 residents. These duties involve project development, prospect research, proposal writing, and grant implementation and reporting responsibilities in coordination with several city departments and divisions. Since 1999, Mr. Grant has helped secure over $12 million in new funding for the city, with particular emphasis

on parks, trails, and open space; planning and historic preservation; environmental remediation and protection; and arts, culture and humanities programming. Grant previously served as Director of Development for Historic Denver, Inc. and as Executive Director of the Lower Downtown District, Inc. (LoDo). He also served as a Development Associate helping to secure private grants for the new Central Library in Denver. Prior to relocating to Colorado in 1991, Grant served as the Assistant State Coordinator for the Kansas Main Street Program at the Kansas Department of Housing and Commerce. He is married to Mira Zevin and lives in Denver with his wife and sons, Ari and Evan.

Kayla Hirsh
Kayla Hirsh is a recent CSU graduate with a degree in Interior Design. She is currently seeking a Masters Degree in Interior Design-Sustainable Design. For the past 2 years Kayla has been an active design intern with the CSU-DOLA Technical Assistance Program working on projects ranging from town hall to library design. Her skills with main street façade design and sustainable redevelopment of historic properties are major skills brought to this CRP.

Linda Martin
Owner, LM Consulting, LLC
Provides consulting services in all facets of local government with an emphasis on interim administration, planning, finance and downtown development. Other areas include management, public presentations, conflict resolution, citizen involvement, intergovernmental relations, grant writing, governing body and departmental goal setting, debt funding, management development and organizational business group development, and organizational assessment challenges. Linda's background includes working as management and planning staff and as a consultant for numerous Colorado towns and cities, at the Denver Regional Council of Governments and at the Division of Local Government at the State of Colorado.

Jesse D. Silverstein
Colorado Brownfields Foundation
Jesse Silverstein is Executive Director of the nonprofit Colorado Brownfields Foundation based in Jefferson County, Colorado. Jesse has extensive experience in preparing real estate market studies, financial analysis, and fiscal impact analysis for a variety of public-private redevelopment and urban renewal projects. Mr. Silverstein's experience includes positions as partner with Development Research Partners economic consulting, Director at Equitable Real Estate Investment Management, and Chief Appraiser for the Resolution Trust Corporation (FDIC) in Washington, D.C. He is past President of the Denver Association of Business Economists and has authored brownfields articles in various local and national publications. Mr. Silverstein holds a Bachelor's Degree in Economics from the University of Delaware, a Master's Degree in Economics from the University of Colorado at Boulder, and has an MAI professional designation in commercial real estate analysis from the Appraisal Institute.

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

# Appendix XXV: PowerPoint Presentation

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## Community Revitalization Partnership

*BUILDING BETTER COMMUNITIES BY PROVIDING ASSISTANCE TO DOWNTOWNS, COMMERCIAL DISTRICTS AND TOWN CENTERS IN COLORADO THROUGH EDUCATION, ADVOCACY, INFORMATION AND COLLABORATION*

March 22-23, 2010

Sponsored by the Colorado Department of Local Affairs working in partnership with Downtown Colorado, Inc. and the City of Fort Morgan

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## Downtown Colorado, Inc. (DCI)

| Advocacy & Information<br>Membership | | |
|---|---|---|
| Education | Services | Programs |
| Annual Conference<br>Issue Forums<br>Downtown Institute | Downtown Assessment Visits<br>On-Site Training/Discussions | Development & Improvement Districts Program<br>Main Street Program |

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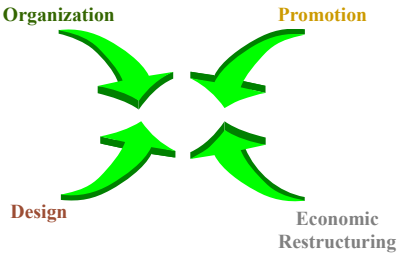
## Main Street Four Point Approach




National Trust for Historic Preservation Main Street Center

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## CO Main Street

| Admin | Education | Services |
|---|---|---|
| Quarterly Reporting<br>Year End Reporting<br>Statistics<br>Year End Assessment | Downtown Institute<br>DCI Annual Conference<br>Hosting Options<br>Complimentary Registration | On-site Training for Org, Design, Econ. Restructuring, & Promotions<br>Architectural Assistance<br>Request-Specific Assistance |

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## Team Members

- Katherine Correll, DCI
- Christy Culp, DOLA
- Greg Etl, DOLA
- Kim Grant, Arvada Grants Administration
- Kayla Hirsch, CSU/DOLA Community Technical Assistance Program
- Linda Martin, LM Consultants
- Jesse Silverstein, Colorado Brownfield Foundation
- Mike Tupa, CSU/DOLA Community Technical Assistance Program

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## Focus Group Participants

- **City of Fort Morgan Elected and Appointed Officials and Staff**
- **Morgan County Economic Development**
- **Morgan County Commissioners**
- **Fort Morgan Area Chamber**
- **Fort Morgan Downtown Business Association**
- **Morgan Community College**
- **Fort Morgan School District**
- **Small Business Development Center**
- **Non-Profits**
- **Fort Morgan Public Library**
- **Fort Morgan Volunteer Fire Department**
- **Business Owners**
- **Residents**
- **Fort Morgan Times**

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## Focus Group Observations

- High percentage of locally owned buildings with engaged owners;
- Award winning streetscape and historic architecture;
- Downtown businesses support youth activities and are invested in the community;
- Community recognizes value of downtown;
- Nationally recognized Rainbow Bridge;
- Musical history;
- Downtown is Walkable;

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## Focus Group Observations

- Clean and safe – very little crime or vandalism;
- Community focus and engagement;
- Multiple access points from major corridors to downtown;
- Downtown is the center of the town and Morgan County;
- Lots of events downtown;
- Parks – Riverside and City are well done;
- Diverse community and diverse downtown;
- Specialized restaurants and clothing stores;

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## Focus Group Observations

- Movie Theater is beautiful– but no place to go afterward;
- Youth don't have activities; Seniors are leaving;
- Lack of affordable housing;
- Kids gather at businesses that cater to them (like theater);
- Hard to find good employment opportunities;
- Can close Main Street for events;
- Small community;

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## Focus Group Observations

- Cautious about change;
- Good place to raise a family;
- Strong church presence;
- K-12 School and Community College;
- Other locales try create a downtown feel like Fort Morgan;
- River is a great asset;
- No formal brand;

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## Organization

Observation: There isn't clear leadership for downtown business community.

- Formalize a lead organization to manage resources for downtown;
  - Champion downtown
  - Describe benefits of participation;
  - Fee structure and boundaries;
  - Committees to focus on Main Street four points;

## Stakeholder Analysis

| Stake holder | Interest | Support (Y/N) | Import (1-5) | Contribution | Approach |
|---|---|---|---|---|---|
| Local Gov't | Econ Dev | Y | 5 | Communications & Funding | Formal: Presentation to City Council |
| Church or Non-Profit | Ability to pursue grants | Y | 3 | Info Distribution& Volunteers | Informal: Flyers and email Invitations |
| Community College | Image Building | N | 4 | Meeting Space and Volunteers | Formal: Proposal and Presentation |
| School Administration | Leadership Program | N | 3 | Info Distribution, Meeting Space & Volunteers | Formal: Letter, Invitation, Meeting |

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## Organization

Observation: Business would benefit from training.

- DBA/Chamber should sponsor merchandizing & window display training for businesses;
- Small Business Development Center
- Downtown Institutes

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## Organization

Observation: Many resources are currently untapped.

- Identify groups for COLLABORATION & marketing (hunting, heritage education, major employers, community college, major ethnic groups);

## Volunteer Identification

| Person | Fund-raising | Accou-nting | Graphic Design | Mark-eting | Writing | Legal Experti se | Public Speaking |
|---|---|---|---|---|---|---|---|
| Ben | | | | | x | x | |
| Rhonda | | | | x | x | | |
| John | | | | | | x | x |
| Kari | x | | x | | | | |
| Jane Miller | | x | | | | | x |
| Sharon | x | x | | | | | |
| Bradley | | x | | | | | |

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## Organization & Promotion

- Conduct visioning and branding campaign focused on downtown;
- Prepare a business directory, website, and map of businesses;
- Complete a Strategic Event Matrix and Calendar;

## Strategic Event Matrix

| Event | Historic Accent | Kids | Downtow n | Retail Comp. | Fund-raising | Food & Music |
|---|---|---|---|---|---|---|
| Car Show | | | x | x | | x |
| Christmas Parade | | X | X | | | |
| Concerts in the Park | | | | | | x |
| Pumpkin Patch | | | x | | | |
| History Month | x | x | | | | |
| Chocolate Affair | | x | x | | | X |

## Strategic Event Calendar

| Event | Feb | Mar | Apr | May | Jun e | July | Aug | Sept | Oct | Nov | Dec |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Car Show | | | | | | | x | | | | |
| Christmas Parade | | | | | | | | | | | X |
| Concerts in the Park | | | | | | X | X | X | x | | |
| Pumpkin Patch | | | | | | | | | x | | |
| Chocolate Affair | X | | | | | | | | | | x |
| History Month | | | | | | | | | | | |

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## Promotion

Observation: Residents are unaware of what can be purchased downtown.

- Create a “shop local” campaign.
- “Did you that you can buy X downtown?”

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## Promotion

Observation: There is no coordinated effort to promote retail events in conjunction with community events.

- Develop retail events like First Thursday Sidewalk Sales;
- Coordinate activities with the Concert in the Park, e.g. Late night Thursdays;

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## Promotion

Observation: The various ethnic groups in the community are not well represented in community events.

- Diversify Concerts in the Park and the International Music Festival;
- Support One Morgan County;

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## Promotion

Observation: The community isn’t taking full advantage of community assets

- Promote Disc Golf Course tournaments and develop as regional asset
- Reinstate the Tin Man Triathlon
- Target promotions at major employers;

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## Design

Observation: At I-76 there is no sense of arrival and no signage directing to downtown & city buildings.

- Use CSU/DOLA for Wayfinding & Directional Signage;
- Announce the historic downtown with signage at I-76 and Main Street;

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## Design

Observation: Lack of signage (Continued)

- Incorporate pedestrian oriented signs;
- Plan for business signage in design elements;

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## Design

Observation: The front door to downtown, North Main St., does not reflect the character of downtown

- Incorporate new streetscape elements north to I-76

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## Design

Observation: Store windows are cluttered & hide merchandise.

- Participate in clean up day and beautify storefront windows by washing them;

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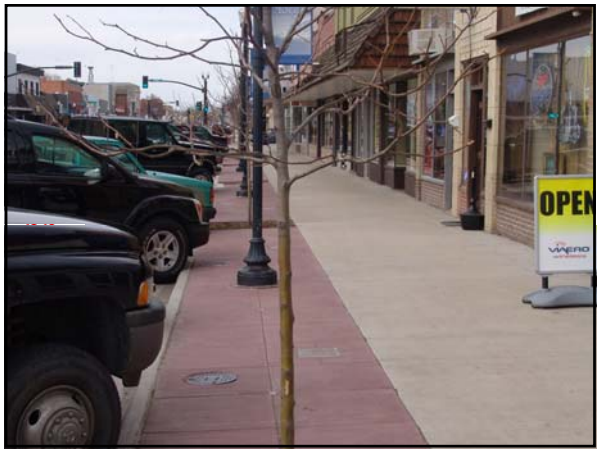
## Design

Observation: There is no place to sit and relax downtown

- Prioritize outdoor seating opportunities;



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## Design

Observation: Back alley access is great and should be enhanced with new retail.

- Continue to utilize alley entrances;

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## Design

Observation: Fort Morgan has a great stock of historic buildings.

- Update historic building survey & adopt preservation ordinance;

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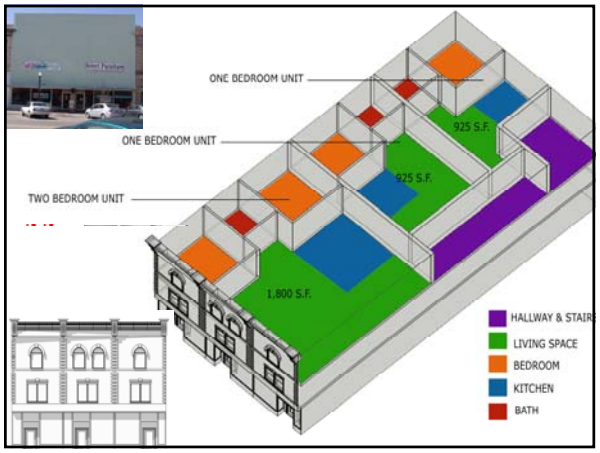
## Design

Observation: There are low cost renovations available.

- Capitalize a revolving loan fund for facade and renovation projects;



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## Design

- Evaluate opportunities at underutilized corners for infill development, pocket parks, etc.;

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## Design

Observation: One-way streets serve no useful purpose and encourage speeding through downtown.

- Return to two-way streets on State and Ensign to increase parking & slow traffic;

- Community Anchors: Cultural/Recreational, Government Service nodes, Economic Centers
- Transportation links to & through: HWY 52, HWY 34, & HWY 76

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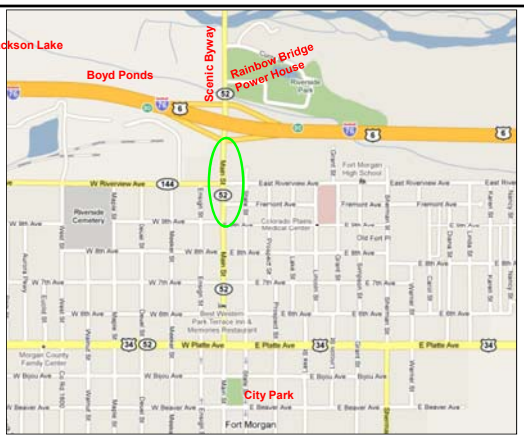
## Economic Restructuring

Observation: Physical connections are underplayed.

- Make trail connections between Boyd Ponds, Riverside Park, & downtown;




## Issues to Address

- River Trail Connections
  - Existing assets: Riverside, Boyd Ponds, Scenic Byway, Jackson Lake, Rainbow Bridge, Power Plant
  - Address Industrial Uses/Lime Waste: visual impairment, air quality, & water quality
  - Address environmental issues at Power Plant
  - Utilize environmental-focused grant & technical assistance
- I-76 Gateway
  - Jumbled development pattern
  - Lacking visual design connection to downtown
  - Address with Comp Plan, zoning, design guidelines, streetscape, way finding, etc

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## Economic Restructuring

Observation: Lacking strategy to guide & support economic growth.

- Conduct an up to date market analysis;
- Develop housing strategy for downtown (2nd story & infill);
- Reintroduce 15 min. parking signs for service businesses;

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## Economic Restructuring

Observation: Outreach is not reaching potential target market.

- Broaden outreach to stakeholders – Latino, Somali, youth, seniors, major employers, etc.;
- Connect to SBDC/Workforce Center to develop economic gardening program and mentorship program for youth and at home businesses;

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## Economic Restructuring

Observation: Resources are not being used to engage youth in the community.

- Utilize library programs & vacant space for teen center.
- Encourage MCC community gardens & invite all community participation;

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## Economic Restructuring

Observation: It is perceived that codes, permitting, and fee structures are prohibitive.

- Clarify procedures with online instructions and fees;
- Develop business friendly Fort Morgan material;

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## Organization Steps

**COMMUNITY DEVELOPMENT CORP.**

**MAIN STREET PROGRAM (Candidate to Main Street)**

**IMPROVEMENT DISTRICTS**

- Business Improvement District
  - Fees for services
  - Property Tax
  - Special assessments for debt and/or operations
  - Bonds
- Downtown Development Authority
  - Tax Increment financing (TIF, sales or property tax)
  - Up to 5 mill property tax
  - Fees for use of DDA property
  - Bonds

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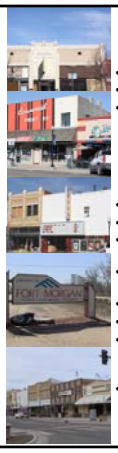

## FUNDING MECHANISMS

- Vendor/Booth Fees
- Business License Fees
- Grants:
  - Heritage Tourism Office/Colorado Tourism Office Grants
  - Governor's Energy Office Grants
  - Great Outdoors Colorado
  - USDA
  - State Historical Fund
- Research grant opportunities for personnel
- Tax Assistance from General Funds
- CDOT UFR Region 4 Planning and Management Region
- Community Development Block Grant or Rural Business Opportunity Grants
- Energy Impact Funding for public infrastructure
- Other Resources,
- Downtown Colorado, Inc., etc.
  - Training, and educational programs.
  - Main Street Candidate Program
- Colorado Brownfield Foundation (CBF).