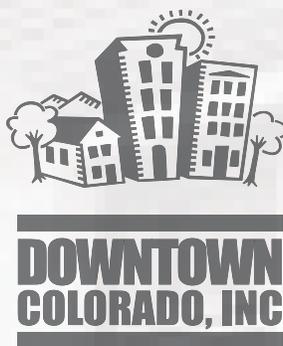


downtown **Silverthorne**
TECHNICAL ASSISTANCE PROGRAM



March 21-22, 2011



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

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Team Members

- Katherine Correll, Downtown Colorado, Inc, Executive Director
- Christy Culp, Department of Local Affairs (DOLA), Community Development Specialist
- Kristen Cypher, Britina Design, Director of Business Development
- Chris Dolezal, Dolez Media, Principal
- Michael Hussey, Nolte Associates, Manager of Planning and Design
- Anna Jones, Progressive Urban Management Associates (P.U.M.A), Vice President
- Vicki Mattox, Stifel Nicolaus, Managing Director
- Jesse Silverstein, Colorado Brownfields Foundation, Executive Director
- Greg Winkler, Colorado Department of Local Affairs, Northern Mountains Regional Manager

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Introduction

Welcome to the downtown assessment for the Colorado community of Silverthorne. Colorado communities have the opportunity to apply for assistance through the Downtown Colorado, Inc. (DCI) technical assistance programs, a clearinghouse for information, assistance, and services through collaborative program development with public and private entities supporting commercial district revitalization initiatives in Colorado. This program is partially supported by the State Historical Fund and the USDA Rural Development.

Downtown Colorado, Inc. (DCI) also known as Colorado Community Revitalization Association (CCRA) has been working as a state wide non-profit membership association in Colorado since the early 1980s. Since 2004, DCI has been partnering with communities and the Colorado Department of Local Affairs to provide downtown, commercial district, and town center assessments by harnessing the powerful partnership created by DCI member volunteers from the public and private sectors. This public-private partnership provides communities with a comprehensive, objective overview of methods to support businesses, non-profit and public service providers working on a local and regional level. DCI prides itself in assisting communities to develop a process and training program to encourage holistic development that supports small, independent businesses, brings together civic organizations, public service providers, and to streamline communication and processes to incentivize development of the commercial district.

Downtown Colorado, Inc. facilitates downtown revitalization by assembling teams of volunteer professionals including designers, architects, marketing specialists, planners, land use, and finance experts to work in communities and develop a report or training geared toward addressing commercial district initiatives. The assessment team members appreciate the

invitation to learn about and assist communities. These volunteers work diligently to provide relevant and realistic input towards the betterment of your commercial district.



Participating Stakeholders

- Town Council
- Town Staff
- Planning Commission
- Economic Development Advisory Committee (EDAC)
- Colorado Department of Transportation (CDOT)
- Silverthorne Recreation Center
- Lake Dillon Fire District
- Outlets at Silverthorne Representative
- Property and Business Owners
- Residents

Report Structure and Four Point Approach

This report is structured based on a loose interpretation of the National Trust for Historic Preservation's Main Street Approach. The Colorado Main Street Program is a program to revitalize traditional downtown districts within the context of historic preservation. The program uses an approach that advocates a return to community self-reliance, local empowerment, and the rebuilding of central business districts based on their traditional assets of unique architecture, personal service, local ownership, and a sense of community. This methodology addresses the following four areas and combines activities in these areas to develop a community's individual strategy for strengthening and redeveloping its central business district. The four points are:



(1) Management & Organization

Establishing consensus and cooperation by building effective partnerships among all downtown stakeholders. The Main Street approach to central business district revitalization requires the effort of the entire community. The merchants, property owners, local government officials, and civic leaders must agree to support common goals for revitalization and join together in a partnership. Successful Main Street programs are usually structured as nonprofits guided by an active working board. The board will create four standing committees (design, organization, economic restructuring and promotion) that



(2) Marketing & Promotion

Creating and marketing a positive image based on the unique attributes of the downtown. The promotions of the central business district as a single, unified commercial area – in the same way that a major shopping mall is promoted – will help attract customers and strengthen Main Street's role as a viable business center. The Main Street organization can coordinate an aggressive promotion and marketing campaign that includes a program of special events, retail promotions, image promotion and on-going public relations.



(3) Design

Enhancing the unique visual quality of downtown by addressing all design elements to create an appealing environment. Good design is essential to all aspects of downtown revitalization. The Main Street design philosophy is rooted in historic preservation and seeks to use and enhance those elements of quality design which remain in our communities. Neglect and misguided improvements may have

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taken a toll on the appearance of downtown, affecting its perceived economic potential. Renovated facades and creative merchandising displays, appropriate landscaping and public improvements are all part of downtown's long-lasting visual appeal and a well-functioning physical environment.



(4) Economic Development

Strengthening downtown's existing economic assets and fulfilling its broadest market potential. To become competitive, downtown must reposition itself. With a thorough understanding of today's market, downtown can develop strategies to enhance the competitiveness of existing merchants, recruit new businesses, create new anchors and convert unused space into new uses.

Executive Summary

The Silverthorne Downtown Assessment represents the first of its kind because there is no traditional or clearly defined downtown commercial core in this community. The Town has identified a commercial core area in which to focus efforts, though there is an obvious struggle to connect activity nodes and usage that take place in various regions of the commercial core due to the arteries that intersect the core – Blue River, and State Highway 9. The community and the local government have correctly identified the Blue River as a community asset that should be accentuated in community and economic development initiatives, however, despite

a lovely and useful trail and bridge system constructed to provide access to the river, most community centers do not especially highlight this fabulous natural asset.

Despite the clear role of Silverthorne as the home base of Summit County, “where people come to get things done”, there isn't one readily identifiable gathering place that draws locals and tourist to a community destination. Though the community has done studies, acquired property, requested designs, and revised zoning, all of this planning and preparation for development has not resulted in the Town's ability to move forward without first inviting more private sector involvement.

The Town of Silverthorne, determined to continue enhancing the community, enlisted Downtown Colorado, Inc. to plan and coordinate a downtown assessment to identify a multi-disciplinary team of professionals to review the previous work done and provide some practical and implementable guidance for how best to move forward in the short, medium, and long-term time frames. DCI enlisted specialists focusing on landscape architecture, signage and way finding, economic development, financing mechanisms, marketing and promotions, infill redevelopment, and more. The team met with numerous stakeholders and groups working in Silverthorne to identify the priorities that this community must work on. The community made it clear that community development and creating a sense of place was a primary goal.

The team worked to narrow the physical boundaries of the downtown core to identify the activity nodes that are most utilized and would serve as the heart of the community – or the physical sense of place. The team identified projects that can be done with little to no funding, as well as longer term organizational structure and capital projects to enhance the relationships and physical connections in the commercial core. The team highlighted what to do and how to do it through creation of a step by

step action matrix to clarify how, when, and who might be the best community stakeholder to get the job done.

Silverthorne is a dedicated and inspiring community of people ready to roll up their sleeves and build the community together. DCI and our member volunteers look forward to continuing to work with this Town as they move forward with the initiative to create a heart of Silverthorne.

Background Information

Silverthorne is a lovely community in the heart of Summit County. Silverthorne Colorado is named after Hangin' Judge Silverthorne, a Summit County pioneer and judge from the late 1800's famous for his strict demeanor. The Town of Silverthorne was incorporated in 1967 and began to grow when the Dillon Dam and the Eisenhower Tunnel were constructed. The Town of Silverthorne is a home rule community consisting of a council-manager form of government with power vested in an elected, seven-member Mayor and Town Council.



Silverthorne enjoys a high quality of life due to the unique alpine environment, restricted growth due to geographic constraints, and an abundance of year-round outdoor activities. The local government has steadily worked to improve codes, zoning, planning, and to acquire new subdivisions to ensure that the quality of life remains high. This has resulted in the completion of a fabulous recreation center completed in 1994, the formation of an urban

renewal area in 1997, , and the completion of the Pavilion and pedestrian bridge in 2001. Despite extensive planning, analysis, and development the Town's efforts do not appear to have resulted in a coherent and consistent identity or clearly defined commercial core area for the Town.

With dedication and steady focus on development, between 2001 and 2003 the community updated the comprehensive plan, an open space plan, requested a Town center design concept, and formed an economic advisory group, and began redevelopment of the Outlet stores. From 2003 to 2009 the work continued with a market study, more Town center development, development of design standards, a density analysis, another comprehensive plan revision, development of district design standards, updating and revising codes, and finally requests for input from the private sector.

Community Participant Observations

Silverthorne is where you come to get things done.

The Recreation Center and library are wonderful assets to the community and the county.

The community members and Council are very motivated and active in trying to develop a gathering place for the community.

The Planning Department has done a lot to establish codes and zoning to encourage density and mixed use.

The Recreation Center and Pavilion and north lawn serve as gathering place for the community.

Community's centralized location provides good visibility.

Having steady sales tax revenues is a great asset to the community.

Silverthorne has many amenities and resources that make it a great place to live.

The river is a great amenity.

There are many dedicated groups willing to work

together to make Silverthorne thrive. The Outlet stores and shuttles are a great asset bringing people from all over the state and the world. Visitors are excited about Silverthorne, even though there isn't much to take away (souvenirs). There are options to market local business through the outlets. Golf course is an amenity that may not be marketed to its full capacity. The Town was set up as a work camp with odd sized parcels. The Town is divided by the highway and the river. There isn't enough critical mass, density, and connections to park once and enjoy several areas of Town. Diversifying revenues for the Town will be important in the future. There are great businesses, but maybe not in the right locations. Some of the older lodging facilities might be less than welcoming to visitors. Without an understanding of where you are going, as a community, it will be hard to get anywhere. There hasn't been much success "getting out of the gate". The Town traditionally has large set back mini-mall type of buildings. A lot of people go out of Town to dine. There aren't many established resources for business.

Identity & Sense of Community

Many communities struggle to find their own unique niche. What makes one downtown different from another and how those unique differences are capitalized on is a key element to promoting any community, and it's no different for your community. Knowing the true identity of your downtown and your community, and finding ways to effectively communicate and build on that message with your unique

audience is a key element to the success of your commercial district. Success will occur when you learn to gently guide the change in perception through strong connections with your audience, consistency (and persistency!), and the patience to find a message and stick with it.

In its short history, the Town of Silverthorne has seen a logical progression of growth wherein the valley has developed with an eclectic mix of commercial, industrial and service industries around the Blue River Parkway (also known as Highway 9). Residential uses have also sprung up in the valley as well as in the surrounding mountains. Time has progressed in the industrial and commercial areas which are now comprised of many underutilized or vacant sites and buildings. Meanwhile, the area and hillside east of the Blue River have been developed with civic and recreational facilities, along with a modern retail center.

Observation: There is no sense of "being in Town"; no subtle or blatant welcome.

Recommendations:

Identify the center of Town as the catalyst to initiate commercial core revitalization. Fourth Street forms an east-west connection, that virtually (but not physically) connects the "Civic/Social" uses with the "Business" side of Town. There are prominent community anchors along the Fourth Street alignment including: a civic campus (Rec Center/Library/Town Hall/Community Garden); the Pavilion facility; and a local bus transit center. The Fourth Street alignment and the Blue River Parkway form a crossroads that is a logical center of Town.

"Main Street" development should focus on Fourth Street with the catalyst location being the southwest corner of Fourth & Hwy 9. New development on this corner will identify the location and be a starting point for redevelopment throughout the commercial core. Initial development should be small scale and include small business space.



ORGANIZATION

Adopt well-thought out and streamlined permitting process to let the catalyst development project promote future phases of development. Catalyst development should ignite redevelopment to a higher density with retail and mixed-use residential and/or office between Adams Street and Blue River Parkway. The Town should embrace its history as a business center of Summit County and focus its character as a business park location.

Organization

The first section will look at Organization which includes developing collaboration, volunteer recruitment and management, fund-raising for the organization, and developing operational strategies. Organization involves getting everyone working toward the same goal and assembling the appropriate human and financial resources to implement a downtown revitalization program. The three principle components of organization are:

- Public and media relations;
- Volunteer development; and
- Fundraising.

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

Notwithstanding this fundamental description of a typical downtown organizational structure, numerous variations exist throughout the country and are driven largely by local circumstances. In some Towns, for example, the Chamber of Commerce is strong enough to add an organizational component designated to focus on the downtown. Consider developing

some form of district to dedicate resources and focus on downtown.

Regardless of the organizational structure chosen, one overriding factor is demonstrated time and again in communities undertaking a program of downtown revitalization—without first creating and developing a solid organizational component to oversee and manage the process, and despite the best intentions of all concerned, the program rarely accomplishes the desired outcomes and most often fades away before anything has a chance to succeed.

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

Observation: The public and private sectors need to identify Core Area Champions.

Recommendation:

Support from both the Town and private sector needs to be established to mobilize the necessary resources to identify and promote events and potential development opportunities.

1. Town staff that can act as a primary contact or “Liaison” for the business community to work through regulatory, permitting and other issues should be identified.
2. Private sector champions (building upon EDAC and other efforts) including local business and property owners need to come together to identify, prioritize needs and goals of the core.

Observation: Once priorities and champions are established, special districts may be part of an overall strategy to help achieve those goals.

Special district mechanisms could be any one or a combination of any of those listed below, see appendices for more detail.

- Utilize Silverthorne’s Existing Urban Renewal Authority (URA)
- Business Improvement District (BID)
- Downtown Development Authority (DDA)

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PROMOTION

Observation: Different special districts address different needs.

Recommendation:

Once capital and programmatic needs are identified, the special district that best addresses financing and organizational structure to accomplish these goals should be determined. Strong private sector leadership will be a critical ingredient in forming any special district.

Observation: Fifty per cent of sales tax revenues are generated by the Outlet stores and Target.



Recommendations:

Embrace and build upon that financial engine – continue to pursue logical partnerships and marketing efforts with the Outlet Stores. The Information Center located at the Outlet Stores is a major opportunity to promote Town businesses, events and information.

Logical near-term objectives include (0-3 months):

- Identify Town staff support to perform the “Liaison” function
- Identify the private sector champions; hold initial meeting; identify potential leadership
- Provide Town support for the private sector champions

Mid-term objectives include (3-9 months): Call

DCI to come and facilitate a special district workshop to provide guidance on organizational and financing structures for moving the Town core forward.

Promotions

Promotion is one of the four key points in building a vital downtown. According to the National Trust Main Street Center, promotion sells a positive image of the commercial district and encourages consumers and investors to live, work, shop, play and invest in the Main Street district. By marketing a district's unique characteristics to residents, investors, business owners, and visitors, an effective promotional strategy forges a positive image through advertising, retail promotional activity, special events, and marketing campaigns carried out by local volunteers. These activities improve consumer and investor confidence in the district and encourage commercial activity and investment in the area.

Observation: Awareness of locally owned stores could be enhanced through increased communications. The Outlets at Silverthorne are great amenities to the community and they are visual from each side of I-70. These retailers, however, are not the only businesses in Town and those that are locally owned need to have a bigger presence in the community.

Recommendations:

Develop a list of stores and services available in Silverthorne and make it available at Outlets, hotels, etc. The community doesn't have to do as much marketing for the Outlet shops and tourists are already coming to Silverthorne to shop there. In order to show the other wonderful businesses Silverthorne has to offer, however, means tourists have to leave the Outlets and venture farther in to Town. They won't do this if they don't know what is available to them. The list of stores and services can be a simple brochure and map that show the location of

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other amenities in relation to the Outlets. Create a familiarity program for outlet employees – training, brochures, and other information highlighting Silverthorne’s amenities. Particularly if Outlet employees do not live in Silverthorne, but even if they do, they may not be familiar with other activities and amenities in the area. Similar to familiarity tours given by real estate offices to developers, these informational tours will educate Outlet employees as to what other activities are available in Town so they can share this information with tourists. Consider discount passes to visit other local stores or amenities with outlet receipts. Finding ways to encourage tourists (and locals!) to visit locally owned shops benefits not only the shop owners, but the community at large.

Observation: Community members may not feel as connected to the community as they could. Few community building events, that help form a sense of home and place, are happening. This can lead to apathy in the community or a feeling that this is just a place where you live, not your home. Events that take place in the community to bring everyone together should make them feel connected to the Town and to each other.

Recommendations:
Strategically look at events with goals in mind. There seem to be events taking place every month in the community. Most of these may be meeting a need that has been requested. There is an opportunity, however, for additional community building events. This can include events that celebrate the history of Silverthorne or who you are now.

It takes time to build a following for an event. It takes more than one or two attempts at bringing people together for it to actually work. Don’t give up if something isn’t successful the first time around.

Investigate and utilize the concepts for shop local campaigns. In the appendices there is a

list of steps to create a shop local campaign. Another option is to review the “3/50 campaign” website which has downloadable flyers and information that is easily implemented to engage locals in spending local. These types of campaigns can really connect the community members to the community and increase the sales tax for small business owners and locally owned shops.

Economic Restructuring

Observation: There isn’t current data regarding property and market needs. It will be difficult to make realistic and appropriate changes to codes and policies if you aren’t completely aware of what the needs and conditions are in Town.

Recommendations:
Create a property inventory looking at vacant properties. Information to be gathered can range from physical property data to detailed analysis of redevelopment potential. How this information is marketed can range from a simple web-based listing service to the development of more formal requests for development proposals. Conduct a parking survey to assess what is really needed. There seems to be an over-abundance of parking near the Outlet stores. Consider if this parking is the best use of the finite amount of land available. If the Outlet stores are requesting the parking, track how much of the parking is used over an extended period of time (6 months) to determine actual usage. If the Town requires the parking spaces due to the retail square footage, consider changing the requirements to allow for a different use.

Identify location (perhaps in the Town Core Periphery Zone) for business incubator.

Observation: The government can develop a business friendly image. The perception in the community is that many of the policies and processes within the government are prohibitive to new businesses opening and being successful. Though it is not the role of the

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 **DESIGN**

government to subsidize every business, there are relatively simple actions the government can take to make success much more probable.

Recommendations:

There are a number of tools available to local governments to help them become more business friendly. Some of these require funding streams while others require a change in policy and attitude.

Consider some real estate development incentives:

Inventory sites, conduct market due diligence, market developed vision to position the sites to the market.

Installing infrastructure that support new development, i.e. parking & sidewalks; Identify those capital project within the current capital improvements program which directly would improve properties, parcels and locations that by improvement or upgrade would readily make development occur.

- Upgrading sewer utilities; Move sewer interceptor line that dissects current block in the town determined to be in the Town Core. Public site acquisition and investment

- Public co-investment through CDBG; the Town, through its URA, may need to complete a blight study to possibly qualify for CDBG Slum/Blight funding through CDBG.

Business Development

Enhanced sales tax incentive program (ESTIP); Examine the statutory used allowed by the ESTIP program and develop a program for existing businesses and expanding businesses. Public co-investment through CDBG. Business incubator program.

Observation: The Town has three commercial kitchens in historic buildings on the Highway near a transit center. These buildings (one of which is vacant) could relatively easily support new restaurants to service tourists and locals.

Recommendations:

Consider how to build a restaurant cluster. It was mentioned in one of the focus groups that the closing of the Old Dillon Inn negatively affected The Mint. Having more than one of any type of business, or one that compliments the other, near each other can help all the businesses be successful.

Identify a means to build a patio in front of all three restaurants with outdoor seating. This will serve to meet a highly requested local need, serve as informal marketing for passers by, and will help to create the sense of place that the community yearns for.

Observation: Implement your vision. Many great plans have been developed that express the needs and wants of the community. These plans, however, need to be expressed and implemented in ways that keep the vision of the Council and the citizens.

Recommendation:

Add teeth to the code. If the codes you have direct you to approve development a certain way, make sure this is in line with the visionary documents you have in place. Plans and codes that are at odds with each other will cause confusion and distrust within the development community and with citizens. E.g. If the river is the main asset - face the river with windows and patios not air conditioners.

Design

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

Observation: The heart of Silverthorne exists on two sides of Highway 9. To the east is the civic community core, where the Recreation Center, the Pavilion, Rainbow Park and the Blue River create a loose community center for activities, celebrations and gathering. West of Highway 9, the Transit Center and the existing Mint and Old Dillon Inn begin to create a commercial core opportunity.

Recommendations:

- Consider Fourth Street between Highway 9 and Adams as an opportunity to begin to create a commercial "Main Street" area. By working with existing property owners, develop a mixed-use plan for a catalyst structure at the southwest corner of 4th Street and Highway 9.
- At the corner of 4th street and Highway 9, create two-sided structures that face both the highway and the new main street. Consider designing these structures with significant corner treatments that create a 'gateway' look to the architecture.
- In order to create greater safety when crossing Highway 9 on foot, consider a pedestrian bridge that could double as signage advertising the downtown core.
- In order to make pedestrian connections within the civic core, consider creating a pedestrian-focused plaza street east of the pedestrian bridge, connecting the pavilion, the recreation center, and the potential new hotel.
- Create a strong gateway on the east side of the pedestrian bridge.
- Extend existing tax rebate to encourage patio/deck overlooking river for hotel/coffee shop/brewery (coordinate with existing property owner).
- Engage Civic Center with events and programming. Consider creating an accessible river experience within the civic core.

Observation: Within Silverthorne, there are several key uses and areas: the gateway area adjacent to the highway, the outlet pods, the industrial and service area along Brian Street, the Highway 9 corridor, the Town Center, the

Blue River and the Recreation Center and Rainbow Park. Although each of these areas is important to the Town, linkages between them are missing, and there is a lack of visibility and orientation when moving through the Town.

Recommendation:

At the intersection of Highway 9 and Rainbow Drive, consider a roundabout or other iconic element that helps create awareness that you are entering the downtown core. Use this area for signage, public art and image-making.

- Incorporate better signage to identify what exists beyond the Outlets. Post signage (of varying sizes) at all entrances to Town, in Outlet centers, on trails, and gateways around Fourth Street.
- The former visitor center building has the potential to be used as a bike share/rental facility that celebrates the Town's investment in the Blue River trail, and provides community members and visitors with an opportunity to rent bicycles. At the Town Center, a kiosk with an interpretive brochure and trail directional signage would point visitors toward the new bike rental facility.
- Enhance the east-west pedestrian connections between Highway 9 and Fourth Street through specialty paving or a pedestrian bridge. The bridge could also be used to create signage that promoted the downtown and civic core.
- There are important pedestrian movements between the Recreation Center, the Pavilion area and the Transit Center. In order to promote these pedestrian pathways, the area east of the river crossing bridge should be improved to look more like a plaza street. By removing the dead-end roundabout and replacing it with either a curbsless pedestrian street (with no vehicular access), or creating a curbed street with sidewalks, pole lights, trees, benches and other amenities – the linkages between the Recreation Center and the rest of the civic and commercial core may be strengthened. A plaza in this space would also work well with the potential new Mixed-Use Hotel planned for the

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vacant land east of the pedestrian river bridge, and provide an opportunity to create an iconic connection to the Blue River trail.

Observation: There is a lack of wayfinding and directional signage in the core area.

The existing signage in the core area does not help the Silverthorne visitor identify or find points of interest and destinations.

Recommendations:

Develop a wayfinding signage plan for the core area. The signage should be coordinated with and incorporate the downtown branding program. The program may simply be signs, or a more complex system comprised of signs, kiosks, downtown maps, etc. Wayfinding signage materials should be colorful and long lasting. The plan should:

- Identify key features and attractions that are of interest to the Silverthorne visitor in the core area and include them in a wayfinding plan.
- Identify wayfinding signage locations especially along the major streets including
 - Highway 9 and Rainbow Drive; and along the Blue River Trail.
- Develop coordinated signage graphics including a standard logo, colors, lettering, sizes, and shapes.
- Develop a program and time schedule for the installation of the wayfinding signage.

Observation: There is no identifying or unifying streetscape in the core area.

Recommendation:

A streetscape vernacular should be developed and implemented as streetscape improvements are constructed. Elements of the streetscape should include:

- Pedestrian level street lights to increase lighting levels – especially on the side and parallel streets – and to replace any existing high overhead lighting.
- Benches and trash receptacles to be located in high pedestrian traffic areas.



Observation: There are few or no sidewalks along core area streets. If sidewalks do exist, they are generally only on one side of the street, not both.

Recommendation:

Sidewalks should be constructed where they are missing. Any broken or deteriorating sidewalks should be replaced. Any asphalt sidewalks should be replaced with concrete walks for less maintenance, better longevity, and greater user safety.

Observation: There needs to be sidewalks, off street parking, and an attractive street design to support the feeling of place and enhance the desirability of new development.

Recommendation:

The Town should review its development impact criteria, public dedication policies, and parking requirements and be flexible in how these are applied. It may be an opportunity for the Town to invest in public infrastructure as a co-investment in private development activity.

Historic Preservation

Historic preservation can be associated with many values; the cultural, social, or aesthetic values may be the most commonly thought of. However, the environmental, economic, and educational values are also important aspects of historic preservation.

Observation: There may be only a couple historic buildings in the planned commercial core, but they are a valuable and important piece of the character of the Town.

Recommendations:

Identify means to infill around the historic buildings to connect these assets into the transit center and other community assets.

Create a community gathering place between the trail and the row of historic restaurants by erecting a temporary deck with seating area and umbrellas that is visible from the highway.

Funding Mechanisms

Potential Sources of Funds that the staff of the Town of Silverthorne could investigate and discuss with the Town Board and the public are included in the following list:

Town Fees:

these fees may already be in place but should be reviewed for consistency of application and appropriateness.

- Vendor Fees
- Business License Fees

Temporary Personnel Assistance: Seasonal employment to benefit residents, visitors, and business community.

Research grant opportunities for personnel: AmeriCorps Vista Program, a national service program committed to serving full-time for a year at a nonprofit organization or local government agency, working to fight illiteracy, improve health services, create businesses, strengthen community groups, and much more.

- Create ambassador program for the City to be used into conjunction with the visitor's center at the Outlet Mall
 - Marketing coordination with Outlet Malls
- Development Process Liaison: Customer Service Model.

Direct Town Assistance:

Funds direct from the Town for the downtown development.

Investigate the expansion of the uses of the Enhanced Town Sales Tax Incentive Program. Investigation of the activation of the Urban Renewal Authority or establishment of Downtown Development Authority or Business Improvement District.

Investigate the bonding capability of the current sales tax revenue, without increasing rate or scope of current tax.

Relationship Development:

Continue to nurture the excellent working relationship CDOT on the proposed Exit 205 interchange.

Enhance the current working relationship with Region 12 NWCCOG. Make sure Silverthorne's needs are included in the CEDS application.

Grant Funding Opportunities:

Heritage Tourism Office/Colorado Tourism Office Grants

Investigate Live Well Colorado, Colorado Health Foundation and Colorado Rural Health Center Grow Programs for opportunities related to health living and lifestyles.

Community Development Block Grant may be a possibility for funding the infrastructure

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relocation of sewer interceptor line along with Adams Street.

Business Development and re-development: Specifically investigate revolving loan funding for business start-up and development thru the Northwest Colorado Council of Governments. Governor's Office of Economic Development and International Trade Colorado Brownfields Foundation for assistance in inventorying redevelopment sites, positioning sites to market, and accessing environmental due diligence grants, cleanup grants and technical assistance on infill redevelopment. Governors Energy Office (GEO) and USDA Rural Development (RD) Energy Programs – Investigate the uses and eligibility requirements for the Governor's Energy Office Qualified Energy Conservation Bonds. Small Business Administration and Economic Development Administration Downtown Colorado, Inc.

Fiscal Mechanisms:

Consider diversification of tax revenue sources.

Team Member Bios

Katherine Correll

Executive Director – Downtown Colorado, Inc. Katherine joined Downtown Colorado, Inc. in 2006 and has served as the Executive Director since 2007. Under Katherine's direction the organization has restructured the Colorado Main Street state coordinating program for economic development through historic preservation and created the Development & Improvement District (DIDs) program to support urban renewal, downtown development authorities, and business improvement districts. Born and raised in Denver, Colorado, Katherine has worked on organizational development and program management including building viable and sustainable private, public, and non-for-profit institutions and programs. Prior to her current position, Katherine managed the American Councils' portfolio for the Republic of Moldova, focusing on building civil society initiatives, education, and public

administration reforms, and managing a American Language Center, language and professional training school. Katherine received her Master's Degree in Public Administration from Rutgers University and her Bachelor's Degree in Politics with a Minor in Urban Studies from New York University.

Christy Culp

Community Development Specialist – Department of Local Affairs (DOLA)

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

Kristen Cypher

Britina Design, Director of Business Development In both her professional and educational experience, Kristin Cypher has had the opportunity to research, design and manage an interesting mix of public and private land planning projects. As both a planner and a landscape architect, Kristin's expertise includes field work documentation, public outreach, graphic design, planning, and preliminary design development. A researcher at heart, Kristin continually drives the theoretical and philosophical underpinnings of Britina's work, methodologies

and best practices in regard to public outreach, planning and design. As the primary point of contact for Britina's community planning and design work, Kristin is often the 'face' of Britina during public meetings and project presentations, where her gift for communication and consensus-building shines.

Chris Dolezal

Dolez Media, Principal/Founder
Chris is the founder and Principal of DOLEZ MEDIA, LLC, a private enterprise that provides Visual Communication services within the realms of Environmental Design, Real Estate Development, and Small Business. For the last 12 years he has worked on a wide variety of projects across many markets creating technical and promotional tools utilizing all forms of today's media. Working alongside Designers, Architects, Planners, Engineers, Contractors, Real Estate Developers, Marketers, and Business Owners has given Chris a great understanding of how important it is to effectively convey ideas and information to an audience. He is a collaborative, versatile team player that has developed skills in Design Communication, Graphic Design, Logo/Identity, Environmental Design, Information Design, and Website Design. Chris received his Bachelor's Degree in Environmental Design with an emphasis in Graphics from the University of Colorado Boulder in 1999.

Micheal Hussey

Nolte Associates, Manager of Planning and Design
Michael Hussey is the manager of planning and landscape architecture for the Colorado Springs office of Nolte Associates, Inc. Michael has over 30 years of experience in a wide variety of urban design, landscape, planning, environmental engineering, and architectural projects. He has worked on urban development and renewal, and downtown streetscape improvement projects including Billings, Montana (downtown), Raton, New Mexico (downtown Master Plan), Colorado Springs (Downtown BID), Avon (Town Center), Manitou Avenue (Manitou Springs downtown), Monte Vista (downtown), Broomfield (US 287), and Fountain

(US 85). Project responsibilities have included grant opportunity identification and application, master planning, urban and site design, and construction observation and management. Michael has participated in numerous DCI/CCRA workshops and conference programs, and has served as a team member on several Community Revitalization Program (CRP) visits. Michael is also the co-author of "Grow Native," one of the earliest Colorado xeriscape landscape guides, and has worked on a number of award winning projects – including the Colorado Springs Downtown Business Improvement District and Manitou Avenue Revitalization.

Anna Jones

Progressive Urban Management Associates (P.U.M.A), Vice President
Anna Jones is Vice President with Progressive Urban Management Associates (P.U.M.A), a consulting firm specializing in downtown revitalization strategies. Anna focuses on strategic planning, community engagement and implementation strategies in both urban and rural communities. Before working at P.U.M.A, Anna was a Peace Corps volunteer in Sri Lanka where she found a wonderful future husband and learned a language spoken only in that tiny island nation. Anna is a member of the Denver Planning Board, and is on the board of directors of Downtown Colorado Inc.

Vicki Mattox

Stifel Nicolaus, Managing Director
Ms. Mattox joined the Denver office of Stifel Nicolaus & Company, Inc., early in 2005. Prior to joining the firm she was a banker at George K. Baum & Company for 21 years. While she was with George K. Baum she served as the lead or co-lead banker for more than 400 municipal bond financings and oversaw the issuance of more than \$2 billion of tax-exempt bonds and notes. She developed innovative financing structures including the certificates of participation issue for the City of Englewood Civic Center project and the only tax-exempt issue ever completed for a non-profit water company in Colorado. She was also a member of the finance team that designed the City and County

TECHNICAL ASSISTANCE PROGRAM

of Denver's successful mini-bond program. Vicki has worked with mountain tourism towns and special districts including the Towns of Dillon, Winter Park, Gunnison, Grand Lake, Fraser, Frisco, Durango, Grand Lake Fire Protection District, Grand Fire Protection District, Crested Butte Fire Protection District and school districts in Durango, Bayfield, Delta, Denver, Johnstown-Milliken, Jefferson County and Montrose. Ms. Mattox holds a master's degree in public administration with an emphasis in finance and policy analysis and a bachelor's degree in economics, both from the University of Colorado at Boulder.

Jesse D. Silverstein

Colorado Brownfields Foundation, Executive Director

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.

Greg Winkler

Colorado Department of Local Affairs

Greg Winkler has worked for the Colorado Department of Local Affairs as the Regional Manager for the Northern Mountain Region for the past three years. Prior to joining DOLA he was the County Administrator in Teller County, Colorado for 16 years. He has been the President of the Association of Colorado County Administrators, the Colorado City and County Managers Association and is a 20 plus year member of the International City

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Sign in Sheets.....

Silverthorne PowerPoint Presentation

Please contact DCI for electronic copies.





Dear Community Leader:

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

- Action Matrix: This breaks the recommendations down into a step-by-step process identifying timeline, action item, measure of success, initiator, and potential partners
- Shop Local Campaign Development and Shop Local Matrix
- Menu of Technical Assistance: The menu of technical assistance is to provide ideas or a sampling of what DCI has facilitated.
- Stakeholders Analysis: This form is used to analyze community information to ascertain which entities are most important to the downtown and/or project and how best to approach them.
- Volunteers by Stakeholder Group: 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 and 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: allows the downtown organization to evaluate the effectiveness of the Downtown Manager.
- Organizational Succession Planning: Encourages consistency in leadership through transition.
- 5 Steps for Improved Communications
- Sample Press Release
- Communication Strategy Matrix: Identifies the various modes of communication and the tools to make contact.
- Communication Planning Form: For each event or project, this form encourages you to think about communications in advance and to develop a clear message.
- List of Resources: A list of organizations and which services they might provide.

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

Thanks,

Katherine Correll

Silverthorne Action Matrix: Organization

Organization						
	Action Item	Measurement of Success	Initiator	Potential Partners	Team Member	Recommendation
1-3 m	Identify town staff support to perform the "Liaison" function	Identifying person/resources	Town		Anna Jones Vicki Mattox	
1-6 m	Identify the private sector champions; hold initial meeting; identify potential leadership	Meetings held; leadership identified	Downtown business & merchants	EDAC, Town	Anna Jones Vicki Mattox	
1-3 m	Provide town support for the private sector champions	Communications mechanism(s) established, such as website, email list, etc.,	Town	Merchants, property owners, EDAC	Anna Jones Vicki Mattox	
3-9m	Invite DCI to come and conduct a Special District Workshop to help determine best special districts to achieve outlined goals	Identifying project(s) that needs funding/organizational response/structure	Town	Merchants, property owners, EDAC	Anna Jones Vicki Mattox	

Silverthorne Action Matrix: Promotions

Promotions						
Time	Action Item	Measurement of Success	Initiator	Potential Partners	Team Member	Recommendation
1-3 m	Develop exhaustive list of Silverthorne businesses and attractions	Print and web versions of this directory are distributed to all members and venues throughout Silverthorne, particularly the Outlets.	City	community business groups, City	Cculp	Develop a list of stores and services available in Silverthorne and make it available at Outlets, hotels, etc.
1-3 m	Identify and plan meeting with all organizations hosting events and complete the strategic event matrix.	Meeting announcement, agenda, and completed matrix. Clear event objective exist and frame the event planning on a community-wide level.	City	event organizers, related non-profit organizations, community business and tourism groups, City, citizens	Cculp	Strategically look at events with goals in mind.
1-3 m	Research option of using lodging tax for event website development.	List of current lodging tax uses, submission of application to use lodging tax dollars	City	Chamber, businesses, tourism groups	Cculp	The community should post and actively market events that are planned.
1-3 m	Develop shopping and amenity tour for Outlet employees	List of local shopping opportunities. This includes name of business, contact person, hours of operations	City	City, Culture and Recreation Department	Cculp	Create a familiarity program for outlet employees
1-3 m	Survey citizens and business/community groups to identify lesser known City attractions	List of local tourism opportunities. This includes name of business, contact person, hours of operations	City	Businesses, tourism groups	Cculp	Create a familiarity program for outlet employees
1-3 m	Review separate matrix	Incorporation of appropriate action items	City	City, businesses		Investigate and utilize the concepts for shop local and the 3/50 campaigns
3-6 m	Work with local businesses to create program for discounts	List of participating local stores and individual discounts	City	Businesses, City, Merchant Association	Cculp	Consider discount passes to visit other local stores or amenities with outlet receipts.
3-6 m	Begin monthly communications regarding events and event organizers to create a regular flow of information on community-wide activities.	Public venues, Town website and local newspaper, TV and radio to promote events in a uniform and community-wide manner. Increase exposure to external markets through regional media.	City	community business and tourism groups, Town, County	Cculp	Strategically look at events with goals in mind.

Silverthorne Action Matrix: Promotions/Economic Restructuring

6-12 m	Businesses track and report use of passes.	Regular update of passes used on a monthly or quarterly basis		Businesses, City	Cculp	Consider discount passes to visit other local stores or amenities with outlet receipts.
6-12 m	Identify location and funding for business directory kiosk.	Kiosk built with directory in place.	City	City, Outlets	Cculp	Develop a list of stores and services available in Silverthorne and make it available at Outlets, hotels, etc.
Economic Restructuring						
Time	Action Item	Measurement of Success	Initiator	Potential Partners	Team Member	Recommendation
1-3 M	Develop list of data that would be useful to market and better utilize property in Silverthorne.	One page survey form available online for property owners to complete and submit for data compilation.	Planner	Realtors	KC	Create property inventory looking at vacant properties and allow property owners to post info online. Identify those who have commercial kitchens, retail opportunities, etc. A simple listing of what is available in town will help everyone market what you have accurately.
1-3 M	Request volunteers to divide up commercial core and gather data for each property.	Spreadsheet of types of property, ownership information, vacancy/price per sq ft, etc.	Realtors	Property owners/ Small business alliance	KC	Create property inventory looking at vacant properties and allow property owners to post info online. Identify those who have commercial kitchens, retail opportunities, etc. A simple listing of what is available in town will help everyone market what you have accurately.
3-6 M	Create link from Town website to site where property details are available.	Retail properties for rent or sale are accessible from Town website.	Town	Realtors	KC	Create property inventory looking at vacant properties and allow property owners to post info online. Identify those who have commercial kitchens, retail opportunities, etc. A simple listing of what is available in town will help everyone market what you have accurately.

Silverthorne Action Matrix: Economic Restructuring

12 M	Negotiate development agreement for catalyst site at 4th Street and Blue River Parkway - both sides.	Agreement in place which supports a financially feasible redevelopment project that meets the community's vision.	Property Owner	Town, County	Jesse	Identify public-private partnering structure to redevelop commercial core catalyst site, identifying what each party is contributing, with concession, and milestones identified.
12 + M	Conduct site specific due diligence and environmental conditions of the entire block between 3rd and 4th streets between Adam and Blue River Pkwy.	Soil, asbestos, and other tests and remediation if necessary.	Property Owner	Town, County	Jesse	
2+ yr	Render a financial vision of market potential, real estate feasibility, and development preformed	Online access to financial vision statement and marketing material for realtors.	Property Owner	Town, County	Jesse	
1-3 M	Identify how many parking spaces exist within the commercial core.	Documentation of all commercial core parking spaces is available.	Town	Volunteers	KC	Conduct parking survey to assess what is really needed. There seem to be an over-abundance of parking near the Outlet stores. Consider if this parking is the best use of the finite amount of land available. If the Outlet stores are requesting the parking, track how much of the parking is used over an extended period of time (6 months) to determine actual usage. If the town requires the parking spaces due to the retail square footage, consider changing the requirements to allow for a different use.

Silverthorne Action Matrix: Economic Restructuring

1-3 M	Utilize existing data on land use and square footage in the commercial core to compare to land use regulations to assess how many parking spaces are needed.	A map highlighting existing parking compared to necessary parking is created.	Town	Volunteers	KC	Conduct parking survey to assess what is really needed. There seem to be an over-abundance of parking near the Outlet stores. Consider if this parking is the best use of the finite amount of land available. If the Outlet stores are requesting the parking, track how much of the parking is used over an extended period of time (6 months) to determine actual usage. If the town requires the parking spaces due to the retail square footage, consider changing the requirements to allow for a different use.
3-6 M	Work with Outlets to identify if space currently used for parking might be reassigned, if deemed unnecessary.	A meeting is held with Outlet owner to discuss parking needs/overabundance.	Town	Outlet owner	KC	Conduct parking survey to assess what is really needed. There seem to be an over-abundance of parking near the Outlet stores. Consider if this parking is the best use of the finite amount of land available. If the Outlet stores are requesting the parking, track how much of the parking is used over an extended period of time (6 months) to determine actual usage. If the town requires the parking spaces due to the retail square footage, consider changing the requirements to allow for a different use.
1-3 M	Attend training to understand the physical and training needs to develop a business incubator program	Discussions begin with property owners who might be interested in fostering business development in their property.	EDAC	SBDC, DCI	KC	Identify location (perhaps in the Town Core Periphery Zone) for business incubator.

Silverthorne Action Matrix: Economic Restructuring

6-12 M	Review existing underutilized building stock to identify a potential space for building incubator.	Discussions begin with property owners who might be interested in fostering business development in their property.	EDAC	Town, property owners	KC	Identify location (perhaps in the Town Core Periphery Zone) for business incubator.
1-3 M	Research market figures to assess how many restaurants the community can support.	Market study of capacity of community to sustain restaurants.	EDAC	County, Town	KC	Consider how to build a restaurant cluster. It was mentioned in one of the focus groups that the closing of the Old Dillon Inn negatively affected The Mint. Having more than one of any type of business, or one that compliments the other, near each other can help all the businesses be successful.
1-3 M	Have a structural assessment done for Old Dillon Inn and Mountain Lyon Café are acceptable buildings.	Structural assessment completed for two buildings.	Property owners	EDAC	KC	Consider how to build a restaurant cluster. It was mentioned in one of the focus groups that the closing of the Old Dillon Inn negatively affected The Mint. Having more than one of any type of business, or one that compliments the other, near each other can help all the businesses be successful.
3-6 M	Research case studies of small, semi-resort communities that have created restaurant rows.	Meeting agenda for EDAC, SBDC, and property owners to assess the concept of fostering a restaurant cluster. Case studies shared with property owners.	EDAC	County, Town, DCI, SBDC, Small Business Alliance	KC	Consider how to build a restaurant cluster. It was mentioned in one of the focus groups that the closing of the Old Dillon Inn negatively affected The Mint. Having more than one of any type of business, or one that compliments the other, near each other can help all the businesses be successful.

Silverthorne Action Matrix: Economic Restructuring

6-12 M	Create a marketing piece highlighting opportunities of opening a venue on Blue River Parkway	Renderings of what "Restaurant Row" might look like with minor improvements and patio seating.	Realtors	EDAC, Property Owner	KC	Consider how to build a restaurant cluster. It was mentioned in one of the focus groups that the closing of the Old Dillon Inn negatively affected The Mint. Having more than one of any type of business, or one that compliments the other, near each other can help all the businesses be successful.
6-12 M	If buildings are okay to house restaurants and community can support to through process to plan, permit, and build boardwalk/patio for outdoor seating.	Clear guidelines exist for property owners to create outdoor seating on Blue River Parkway.	P & Z	Planner, Property Owners.	KC	Consider how to build a restaurant cluster. It was mentioned in one of the focus groups that the closing of the Old Dillon Inn negatively affected The Mint. Having more than one of any type of business, or one that compliments the other, near each other can help all the businesses be successful.
1-3 M	Staff review of code to identify where it can be enhanced to meet goals of comprehensive plan and community vision.	Codes updated and adopted by Council.	Planner	P and Z, Council	KC	Add teeth to code. If the codes you have direct you to approve development a certain way, make sure this is in line with the visionary documents you have in place. Plans and codes that are at odds with each other will cause confusion and distrust within the development community and with citizens.
3-6 M	Create user friendly checklist of tasks for property or business owners looking to invest in their building or property.	1-2 page check list is available on line or for download. Weekly "business liaison" hours exist for scheduled appointments with business and property owners.	Planner	P and Z, Council	KC	Review and revise development review process to make more user friendly.

Silverthorne Action Matrix: Design

Design						
Time	Action Item	Measurement of Success	Initiator	Potential Partners	Team Member	Recommendation
1-3 m	Coordinate with the property owner who is developing the potential hotel across the river from the Pavilion and Town Center, to discuss potentially creating an overlook restaurant adjacent to the Blue River	New hotel will have a ground-floor restaurant that overlooks the river.	Town	The property owner, potential restaurant owner	Cypher	Extend existing tax rebate to encourage patio/deck overlooking river for hotel/coffee shop/brewery (coordinate with existing property owner).
3-6 m	Develop a set of 'Main Street' design guidelines for 4th Street, either to use to give developers a framework to design within, or install with Town funds	4th Street will be the new commercial 'Main Street' spine within the downtown core. Sidewalks, pole lights and pedestrian amenities will create a walkable retail environment.	Town / Property Owner	Existing property owners, potential mixed-use investors	Cypher	Consider Fourth between Highway 9 and Adam as an opportunity to begin to create a commercial "Main Street" area. By working with existing property owners, develop a mixed-use plan for a catalyst structure at the southwest corner of 4th Street and Highway 9.
12+ m	Build mixed-use, multi-story structures at the north and south corners of the intersection of Highway 9 and 4th Streets. These structures should have iconic architectural gateway elements at the corners, to help announce arrival into the new commercial core.	A new mixed-use building is designed and constructed at the entrance to the new 'Main Street' commercial core.	Property Owner	The Town, existing property owners, potential investors, existing business owners that would like to relocate to the new 'Main Street'	Cypher	At the corner of 4 th street and Highway 9, create two-sided structures that face both the highway and the new main street. Consider designing these structures with significant corner treatments that create a 'gateway' look to the architecture.
12+ m	Design a pedestrian bridge over Highway 9. Incorporate signage into the bridge that celebrates the downtown civic and commercial core.	An iconic pedestrian bridge is designed and constructed over Highway 9.	Town	CDOT	Cypher	In order to create greater safety when crossing Highway 9 on foot, consider a pedestrian bridge that could double as signage advertising the downtown core.

Silverthorne Action Matrix: Design

12+ m	Design and construct a pedestrian focused plaza street to replace the existing small parking lot east of the Blue River pedestrian bridge associated with the Town Center.	A new pedestrian plaza street provides linkages between the recreation center, the new hotel and the Pavilion and Town Center.	Town	Property owner adjacent to potential plaza, Outlet promotions and marketing	Cypher	In order to make pedestrian connections within the civic core, consider creating a pedestrian-focused plaza street east of the pedestrian bridge, connecting the pavilion, the recreation center, and the potential new hotel. Create a strong gateway on the east side of the pedestrian bridge.
1-3m	Work with the community to determine the best location for a Blue River park-like event space. Determine programming and events for the new space	The location for a park/activity space along the Blue River is determined, and an event program developed for its use.	Town	Open space and trail groups	Cypher	Engage Civic Center with events and programming. Consider creating an accessible river experience within the civic core.
12m +	Building on the on-going work of the I-70 Corridor Assess Study, design a roundabout or other traffic control and image-making element at the intersection of Highway 9 and Rainbow Drive	A new roundabout with signage and public art is installed at the intersection of Highway 9 and Rainbow Drive, increasing community visibility, wayfinding and image-making	Town	CDOT	Cypher	At the intersection of Highway 9 and Rainbow Drive, consider a roundabout or other iconic element that helps create awareness that you are entering the downtown core. Use this area for signage, public art and image-making.
1-3 m	Determine if the existing log building located at the outlets could be re-used as a bike rental facility, and moved to a location along the Blue River Trail	Council votes to move the existing log building to a location along the Blue River Trail	Town	Trail groups; bike groups	Cypher	The former visitor center building has the potential to be used as a bike share/rental facility that celebrates the Town's investment in the Blue River trail, and provides community members and visitors with an opportunity to rent bicycles. At the Town Center, a kiosk with an interpretive brochure and trail directional signage would point visitors toward the new bike rental facility.

Silverthorne Action Matrix: Design

3-6 m	Locate a bike vendor program and finalize the number, type and costs of a bike rental facility	Council approves the number, type and costs of Blue River Trail bike rental	Town	Bike groups	Cypher	The former visitor center building has the potential to be used as a bike share/rental facility that celebrates the Town's investment in the Blue River trail, and provides community members and visitors with an opportunity to rent bicycles. At the Town Center, a kiosk with an interpretive brochure and trail directional signage would point visitors toward the new bike rental facility.
6-12 m	An location for the re-used log building is determined, and a site plan developed for the new rental site	Council approved the new site plan, and work is begun to ready the area for the re-used building	Town	Bike Groups, Blue River Trail Groups	Cypher	The former visitor center building has the potential to be used as a bike share/rental facility that celebrates the Town's investment in the Blue River trail, and provides community members and visitors with an opportunity to rent bicycles. At the Town Center, a kiosk with an interpretive brochure and trail directional signage would point visitors toward the new bike rental facility.
12+ m	Move the existing log building to a site along the river, and begin the bike rental operation	The new bike rental facility is up-and-running	Town	Bike Rental Vendor, Bike Groups	Cypher	The former visitor center building has the potential to be used as a bike share/rental facility that celebrates the Town's investment in the Blue River trail, and provides community members and visitors with an opportunity to rent bicycles. At the Town Center, a kiosk with an interpretive brochure and trail directional signage would point visitors toward the new bike rental facility.

Silverthorne Action Matrix: Design

1-3 m	Meet with CDOT to determine the feasibility of constructing a pedestrian bridge over Highway 9.	A go/no-go decision is made regarding the pedestrian bridge	Town	CDOT	Cypher	Enhance the east-west pedestrian connections between Highway 9 and 4th Street through specialty paving or a pedestrian bridge. The bridge could also be used to create signage that promoted the downtown and civic core.
12m +	If the pedestrian bridge is a go, move forward with a consultant to design and construct the bridge	The pedestrian bridge is completed and in use	Town	CDOT / Consultant Team	Cypher	Enhance the east-west pedestrian connections between Highway 9 and 4th Street through specialty paving or a pedestrian bridge. The bridge could also be used to create signage that promoted the downtown and civic core.
1-3 m	Wayfinding signage - identify key features and attractions in the core area	Core area key features identified.	City	Businesses and property owners	Mike Hussey	Expand existing directional signage.
1-6m	Develop coordinated signage graphics	Signage graphics developed and approved by council.	City	Signage consultants	Mike Hussey	Coordinate with branding
6-12m	Identify signage locations and install.	Wayfinding signage installed.	City	CDOT	Mike Hussey	Program may be phased or expanded as necessary
6-12m	Develop streetscape standards	Standards developed and approved	City	CDOT	Mike Hussey	Contract with Landscape architect consultant to develop standards.

Silverthorne Action Matrix: Design

6-12m	Inventory missing and substandard sidewalks	Areas needing sidewalks or sidewalk improvements identified and prioritized	City	Businesses and property owners	Mike Hussey	Develop sidewalk standards & improvement plan
12+m	Construct sidewalk improvements	sidewalk improvements begun	City	CDOT	Mike Hussey	Phase improvements as areas are developed or redeveloped. Some improvements can be implemented as part of development or redevelopment projects



Small Towns Shop Local Campaigns

Many communities in Colorado are looking to create a buy local campaign, especially for small towns. Shop local is more than a slogan or a flyer that you begin posting around town. It is a campaign to help businesses develop a larger and more loyal customer base, enhance knowledge of local products and services, change behavior and understanding of the community, and engage the community in supporting the community.

Shop Local Objectives

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

Steps to Successful Shop Local Program

It is important to adapt all recommendations to fit the needs and unique characteristics of your town.

Step 1: Engage your stakeholders

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

Step 2: Determine the best slogan

Some common phrases chosen by communities are Buy Local First, Buy Local, Shop Local, Homegrown, Stay Local, and Buy Close By. Determine which best suits your town or create your own unique slogan. Some examples are:

- Colorado Springs: There is only one Downtown
- Boulder: Love the Local
- Parker: Go to Town
- Brush: Don't Rush through Brush

Step 3: Promote your most powerful benefits

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

- Educate consumers on shopping local to support local community services. Shopping local is frequently becoming an ethical decision for consumers who want to reinvest in their communities. Teach people the benefits of voting with their dollars locally by educating them on how shopping locally positively impacts their community. Both Golden and Boulder have created online web pages to do just this. Explain that local services such as local law enforcement, fire, libraries, and schools are funded by sales tax dollars. Highlight that spending in the community, helps to keep your community top notch. Spending elsewhere supports someone else's school.
- Highlight that your economy is local. Just telling people to "shop local" may not change behavior. Many communities have noticed greater impacts when the businesses and customers can easily see the impacts of their spending. Some ideas for achieving these results are to create spending local cards, or "cash," or somehow mark a certain number of bills that will be spent in the community.
Some chambers might have cash prizes at events with a request that dollars be spent locally. The prizes can be given

out in only \$2 bills so that each merchant will notice the bills when they come through the system. Some communities create “dollars” that act as coupons or collect receipts from local stores equaling a certain amount. Merchants who track local spending can redeem coupon, or customers who have receipts from all merchants in town might qualify for a drawing.

Additional examples include:

- Lake City DIRT Dollars
 - Brush Chamber Bucks
- Build loyalty through local coupon books and gift certificate programs. Loyalty programs are everywhere these days and for good reason. You can create your own loyal following by offering benefits through coupons, gift certificates, or frequent shopper programs geared toward downtown stores. La Plata County created a Be Local coupon book of local retailers. The Colorado Springs Downtown Partnership has created a Downtown Colorado Springs gift card in varying denominations that is accepted in more than 100 local retailers. Carbondale is currently holding a drawing for an electric car; shoppers receive a ticket when they shop at one of 200 participating Carbondale businesses.
 - Traveling costs money and gas. Spending locally is more affordable and environmentally beneficial. Lots of small town residents are accustomed to driving distances to shop. Use this campaign as a way to encourage your community to be green, save money, and save the gas by shopping at home.
 - Design a printed directory for your downtown and distribute it. It is important to have an online directory, but for those who are wandering through downtown, a printed guide can be a big help to encourage shopping. Check out Denver’s Old South Pearl Street guide for a good example. Many downtowns also build a large downtown directory, similar to what one might see in a mall.
 - Share the news of what you have in town. All over the state we hear how small towns may not have everything that people need. Downtowns are different than they once were; they may not all be able to provide thread or socks, or other day needs. There will always be things that people need to leave town to find. But you might even surprise yourself with what you do have. Ask local businesses to provide a list of “Did you know we have?” and highlight each store on-line or through local outlets to inform the community of things that can be found locally.

Step 4: Develop strong collateral materials

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

Step 5: Start with a bang-up media campaign

One of the benefits of small towns is familiarity with the local newspaper. To ensure that your message gets out, ask if it will be possible to write the article for them and also draft a press release for the newspaper, television, and radio if applicable. Interviews will give you a chance to provide more details of the how and why of the program.

Consider having a shop local table at any and all local events; give balloons to kids and use the opportunity to talk to their parents. Work with merchants to develop retail events that can be combined with the shop local initiative.

In-store events will allow you to further distribute the materials already developed as well as promote the stores’ events.

Nonprofits, rotary, chambers, downtown business associations, libraries, museums, and schools are also important partners in a shop local campaign. Provide all partners with materials, lists of events, and have regular meetings to share information. When possible, present the campaign to membership groups at monthly meetings. Press coverage is often more effective than advertising.

Don’t forget to use your existing website and promotional materials to promote the campaign. Use your social media tools

as well. If you have a Facebook page or group, use it to promote the shop local campaign. Community support will begin to grow as you build your shop local campaign in these new and highly utilized medium. Visit Facebook and search “Buy Local” or “Shop Local” to find examples of how to set up this information.

Step 6: Measure Success (Know when you have succeeded)

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

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

For community members:

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

For businesses:

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

Step 7: Be sure that you can replicate and expand the Shop Local campaign

If you can do the initial steps successfully, it will be important to consider how to further grow the program. Some ideas include:

Business-to-business local transactions. Talk to your businesses to determine which supplies and services they purchase regularly and where they are purchasing. If you can find out what materials and products your local companies need, as well as what is available locally, you can encourage local businesses to order from local sources.

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

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

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

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

Bonus: Sample list of 10 reasons to shop local

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



ELEMENTS FOR DOWNTOWN ECONOMIC & COMMUNITY DEVELOPMENT

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

MENU OF TECHNICAL ASSISTANCE

ORGANIZATION

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

PROMOTION

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

DESIGN

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

ECONOMIC RESTRUCTURING

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

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	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
Volunteer Source (individual or organization)														

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▼ Event▼	Community	Kid friendly	Fund Raising	Traffic Generating	Promotes Retail	Restaurant	Downtown Component	Green Initiatives	Historic Accentuated	Lead Org	Partner Orgs	Demographic Reached
Outdoor Market	X			X			X					
Concert at 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												
First Friday Art Walk												
Pub crawl/bonfire												
Soap box derby or big wheel race												
Festival												
Home tour												
Ghost tour or haunted house												

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



Basic Responsibilities of Nonprofit Boards¹

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.

[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.

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

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;
- 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 Descriptions²

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.

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.



Executive Director Job Description

Work Objectives

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

Full Range of Duties to be Performed

The executive director should carry out the following tasks:

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

they relate to commercial districts.

- Resource Management Responsibilities
- 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

	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:				

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
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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:					

COMMUNICATIONS STRATEGIES

	Website	Social Media	Marketing/ Advertising	Special Events
Everyone	<ul style="list-style-type: none"> Create one website for communities/ downtown to market. Consider something clever. Websites are among today's most important tools for communicating 	<ul style="list-style-type: none"> Linked to website as a way to drive traffic to website, communicate up-to-date information Get youth involved in using these mediums to market the communities? 	<ul style="list-style-type: none"> Create well established identity and package for branding Engage the communities in the role out of a joint marketing campaign 	<ul style="list-style-type: none"> Concentrate on year-round activation with emphasis on shoulder seasons
Community Members	<ul style="list-style-type: none"> Community events calendar Community news and projects Community resources Community business listings Newsletter opt-in 	<ul style="list-style-type: none"> Facebook 	<ul style="list-style-type: none"> Shop Local campaign Standard window posters, in restaurant table tents or placemats, etc. Bill staffers to promote community events and business Community member discount cards 	<ul style="list-style-type: none"> Create special events task force consisting of Merchants Assoc., Chamber, community members, and businesses. Conduct an analysis of events, develop strategic initiatives Event planning matrix – meet goals for audience, year-round activation
Day-cation Visitors	<ul style="list-style-type: none"> What do they need to plan a trip for a day? Package experiences/ build an itinerary Maps (of businesses, historical trails & walks, recreational amenities, etc.) Vacation planner Lodging resources in the region Links to other visitor sites 	<ul style="list-style-type: none"> "Twistor Center" – visitors can send in questions about the community via Twitter and get responses 	<ul style="list-style-type: none"> Target marketing to key visitor areas (via ads/ billboards), tour bus groups, etc. Printed map(s) Strengthen Visitor's Center? 	<ul style="list-style-type: none"> Event series released in advance with cooperative ideas Unique experiences at camps for day visitors Bring people to town for the day or evening
Destination Visitors	<ul style="list-style-type: none"> Vacation planner Lodging resources in the region Links to other visitor sites 	<ul style="list-style-type: none"> Flickr (gorgeous pictures of the town or view) 	<ul style="list-style-type: none"> Targeted viral marketing for key interest groups Visitor Info Packet 	
Business Owners/ Investors/ Entrepreneurs	<ul style="list-style-type: none"> Data about communities to encourage new business development Package "doing business" information 	<ul style="list-style-type: none"> Training to diversity with online businesses Social media training for businesses, link them to main website 	<ul style="list-style-type: none"> Market free business training & support (i.e. merchandising, basic customer service and hospitality training) Focus on consistent weekend hours Business Plan Contest Package "doing business" information for print 	<ul style="list-style-type: none"> Signature event as business development strategy
Orgs (Govt, Chamber, Non-Profits, etc.)	<ul style="list-style-type: none"> Common place to post info about projects, community news 	<ul style="list-style-type: none"> All use same tools (one go to place for community to find latest news) 	<ul style="list-style-type: none"> Create and market similar business incentive policies between the two communities 	<ul style="list-style-type: none"> Monthly informal meetings to share info w/ & get input from businesses Business planning/entrepreneurs training by SBDC

5 Steps to Successfully Plan for Your Community Meetings

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

1. Be clear about your message. Be sure you understand the purpose of your meeting as community members are bound to have questions. You also want to communicate what kind of participation is needed and why it is to their benefit to have their voices heard by participating in the focus groups or discussions. Emphasize that problems cannot be solved if they are not first identified, and strengths cannot be maximized if you do not know what they are. It is important for the facilitator or follow up team to hear all community voices to determine the best action steps for revitalizing your downtown.
2. Identify your stakeholder organizations. Make a list of all organizations and people who have an investment in your community so that you are certain not to overlook anyone. Remember the chamber of commerce, visitor and convention bureau, local businesses, large employers, non-profits, hospital, school district, real estate offices, banks, fire district, library district, town staff, county staff, all elected officials, arts groups, community colleges, and volunteer associations (e.g., 4H, Masons, and Lions Club).
3. Create your message. There are a variety of ways for communities to reach their populations. Some communities put an announcement in the local newspaper and others include an announcement with local utility bills. Below is a listing of basic mediums you should prepare for use. Be sure to include an email address or phone number for attendees to RSVP or ask questions.
 - Personal invite/letter
 - Press release
 - Flyer
 - Website page or posting
 - 30-60 second verbal presentation that volunteers can make in person
4. Spread the word. Your community is composed of many organizations and individuals. The most successful community meetings include participation from a variety of community representatives. Not all of the public can be reached via the same medium. Consider the following options when reaching out to encourage greater community participation.

<p><u>Local government (e.g., city and county officials):</u></p> <ul style="list-style-type: none"> • 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 	<p><u>Business owners:</u></p> <ul style="list-style-type: none"> • 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
<p><u>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):</u></p> <ul style="list-style-type: none"> • 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 <p>34 • Send a flyer home to parents through the schools</p>	<p><u>Local newspapers:</u></p> <ul style="list-style-type: none"> • 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

<p><u>Local radio:</u></p> <ul style="list-style-type: none"> • Send a press release • Contact station producer to ask if they will interview a community spokesperson about the upcoming event <ul style="list-style-type: none"> ○ 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 	<p><u>Local television:</u></p> <ul style="list-style-type: none"> • 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 <ul style="list-style-type: none"> ○ 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
<p><u>Online:</u></p> <ul style="list-style-type: none"> • 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 	<p><u>Flyers:</u></p> <ul style="list-style-type: none"> • Post flyers at local libraries, post offices, museums, municipal buildings, and local businesses (e.g., coffee shops)

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



Sample Press Release

FOR IMMEDIATE RELEASE

CONTACT: NAME, TITLE

CITY

PHONE, [EMAIL](#)

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

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

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

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

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

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

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

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

###



**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

Communications Planning Form

Today's Date: _____ Organization/Con-
tact: _____
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:

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

Geographic:

- | | |
|--|---|
| <input type="checkbox"/> Downtown | <input type="checkbox"/> Mountain Communities |
| <input type="checkbox"/> All of Town | <input type="checkbox"/> Front Range |
| <input type="checkbox"/> Neighboring Communities | <input type="checkbox"/> All Colorado |
| <input type="checkbox"/> All County | <input type="checkbox"/> Neighboring State |

Message to communicate:

- Talking point 1 _____

- Talking point 2 _____

- Talking point 3 _____

Desired result
 _____ # of attendees to the event _____ Story in the media _____ Internal communication _____ Fundraising

Outreach to Consider:

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

Media Options to be used

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

Social Media (coordinated by Dan Rowland)

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

Handouts and other collateral to be used

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

Internal communications

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

Distribution:
 Downtown Director Board of Directors Town Government All town Sponsors



ORGANIZATIONS TO REVIEW (Information, Technical Assistance, Funding)

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

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

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

Katherine, DCI Cell 720.468.1370

Becky Hodgell, Silverthorne 970-262-7305

Date/ Time	<u>TENTATIVE</u> Agenda	Attending	Location
March 21			
9:30 AM	Pre-Meeting Gathering (light breakfast)	Full Team and Town Planner Driving directions to Town Hall: Exit 205 off I-70, turn right onto HWY 9 (Blue River PKWY) , follow Parkway north to 6th Street, turn right on 6th and cross bridge. Town Hall is on the left.	Schmidt Room, Town Hall, 601 Center Circle, Silverthorne
10:00 AM	Orientation/Tour	Community Development Director and Planning Manager, Public Works Director ,Town Manager, Finance Director, and Assistant to the Town Manager	Orientation at Town Hall Tour of Town Core and Adjacent Commercial Areas
12:00 PM	Lunch with Staff and Town Council	City Department Heads (7) and Town Council (7)	Pavilion – Main Hall
1:30 PM	Focus Group Meeting 1 (45-60 Min)	Town Council (7), Planning Commission (7), and Economic Development Advisory Committee (11)	Pavilion – Breakout Room
2:45 PM	Focus Group Meeting 2 (45-60 Min)	Service Providers: Community Development Department, School District, CDOT, Summit Prevention Alliance (interested in walkability), Recreation Center/Pavilion Staff, Water/Sewer Utility – note: current utility location seen as significant impediment to development	Pavilion – Breakout Room
3:45 PM	Walk around downtown –(or Recreation Center Session? or Walk around Outlets at Silverthorne?)	Team Members Chipotle gift cards are included in your “welcome goodie bag.” Chipotle Restaurant is within walking distance of the Pavilion. Simply cross the Pavilion bridge and hang a right on our paved path and follow the path. Chipotle is located in the Outlets of Silverthorne, along the Blue River and along Silverthorne’s Blue River Trail system.	Downtown/Recreation Center/Outlets
6:00 PM	Focus Group Meeting 3 (45 Min)	Property Owners & Business Owners – specifically targeting those located in the Town Core.	Pavilion – Breakout Room, or Main Hall if needed due to large attendance
7:00 PM	Focus Group Meeting 4 (45 Min)	Residents, community members at large.	Pavilion – Main Hall
8:00 PM	Team de-brief	Team	Pavilion or Quality Inn
9:00 PM	Draft Recommendations	Team	Pavilion or Quality Inn
March 22			
8:00 AM	Working Breakfast—Recap Issues and Recommendations	Team (Provide print outs of the previous night’s work for this breakfast.)	Quality Inn
9:00 AM	Team Members develop presentation/ & Final report, Follow-up interviews	Team	Quality Inn
12 Noon	Working Lunch Delivered	Box Lunch for team	Quality Inn
3:45 PM	Meet with client to review	Community Development Director and Planning Manager, Public Works Director, Town Manager, Finance Director and Assistant to the Town Manager (Snacks Available)	Pavilion Breakout Room
6:00 PM	Reception/Presentation	Invite all participants and the public (Town Council) (Veggie, fruit and cheese tray)	Pavilion Main Hall



Silverthorne Commercial Core Revitalization Assessment

Sponsored by the Town of Silverthorne
Planned in partnership with the Department of Local Affairs

This program is sponsored in part by State Historical Fund and USDA Rural Development

Heart of Silverthorne



Team Members

- Katherine Correll, Downtown Colorado, Inc.
- Christy Culp, Department of Local Affairs (DOLA)
- Kristen Cypher, Britina Design
- Chris Dolezal, Dolez Media
- Michael Hussey, Nolte Associates
- Anna Jones, Progressive Urban Management Assoc. (P.U.M.A)
- Vicki Mattox, Stifel Nicolaus
- Jesse D. Silverstein, Colorado Brownfields Foundation
- Greg Winkler, Colorado Department of Local Affairs

Heart of Silverthorne

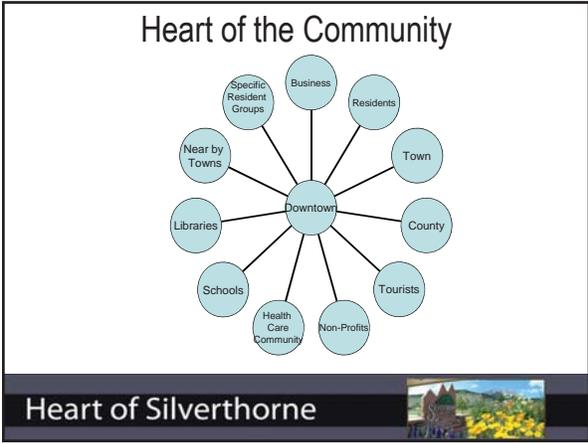


Downtown Colorado, Inc. (DCI)

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

Heart of Silverthorne









Focus Group Participants

Town Council
Town Staff
Planning Commission
Economic Development Advisory Committee
CDOT
Recreation Center
Fire District
Outlet Stores
Property and Business Owners
Residents

Heart of Silverthorne



Observations

- Silverthorne is where you come to get things done.
- The river is a great amenity.
- The recreation center and library are wonderful assets to the community and the county.
- The town and Council are very motivated and active in trying to develop a gathering place for the community.
- The recreation center and pavilion and N. lawn serve as gathering place for the community.
- The planning department has done a lot to establish codes and zoning to encourage density and mixed use.
- Having steady sales tax revenues is a great asset to the community.
- Silverthorne has many amenities and resources that make it a great place to live.
- There are many dedicated groups willing to work together to make Silverthorne thrive.
- The outlet stores and shuttles are a great asset bringing people from all over the state.
- Visitors are excited about Silverthorne, even though there isn't much to take away (souvenirs).
- There are options to market local business through the outlets.

Heart of Silverthorne



Observations

- The town was set up as a work camp with odd sized parcels.
- The town is divided by the highway and the river.
- There isn't enough critical mass, density, and connections to park once and enjoy several areas of town.
- There are great businesses, but maybe not in the right locations.
- Some of the older lodging facilities might be less than welcoming to visitors.
- Without an understanding of where you are going, as a community, it will be hard to get anywhere.
- There hasn't been much success "getting out of the gate".
- The town traditionally has large set back mini-mall type of buildings.
- A lot of people go out of town to dine.
- There aren't many established resources for business.
- Much of the focus seems to be on bringing in outsiders, instead of focusing on people who live in Silverthorne.

Heart of Silverthorne



**Connections Across The Heart Of Town:
Catalytic Development Opportunities**



**Connections Across The Heart Of Town:
Anchor Development to Identify a New Main Street**



First Step to Future Development Phases



- "Cross" streets become small, doable steps:**
- Pulls cars off Hwy
 - Integrates Summit Stage
- Phases:**
- SW Corner 4th and Blue River Pkwy is catalyst
 - Restaurant cluster mixed use
 - Allow commercial mixed use to fill in to Rainbow Rd
- Embrace historic role as Summit County's Business Center**
- Create a business park character
 - Celebrate your employers and invite new ones

Heart of Silverthorne



Organization



Resource
Management
Collaboration
Volunteer Recruiting &
Management
Fund-raising

Heart of Silverthorne



Organization

Observation: There is a need to identify COMMUNITY champions.

Recommendation:

- Encourage local business and property owners to develop a merchant's group to identify and prioritize needs and goals.
- Identify a town staff contact dedicated to working with the business community; guide potential development and act as a liaison with the business community.

Heart of Silverthorne



Organization

Observation: Once champions and priorities are identified, financing districts may help achieve goals.

Recommendation: Consider one of the following:

- Activate the Urban Renewal Authority (URA);
- Create a Business Improvement District (BID); or
- Create a downtown Development Authority (DDA).

Heart of Silverthorne



Organization

Observation: Different special district address different needs and varying levels of public/private support.

Recommendation: Once capital and programmatic projects are identified, the special district that addresses the financing and organizational structure to accomplish these goals should be determined. Strong private sector leadership will be a critical ingredient in forming any special district.

Heart of Silverthorne



Organization

Observation: Fifty percent of sales tax revenues are generated by Outlet Stores and Target.

Recommendation: Embrace and build upon that financial engine. Continue to pursue logical partnerships and marketing efforts.

Heart of Silverthorne



Marketing & Promotion



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

Heart of Silverthorne



Marketing & Promotion



Heart of Silverthorne



Marketing & Promotion

Observation: Awareness of locally owned stores could be enhanced through increased communications.

Recommendations:

- Develop a list of stores and services available in Silverthorne and make it available at Outlets, hotels, etc.
- Create a familiarity program for outlet employees – training, brochures, and other information highlighting Silverthorne's amenities.
- Consider discount passes to visit other local stores or amenities with outlet receipts.

Heart of Silverthorne



Marketing & Promotion

Observation: Community members may not feel as connected to the community as they could.

Recommendations:

- Strategically look at events with goals in mind.
- The community should post and actively market events that are planned. Market experiences and the quality of the experience that Silverthorne represents.
- Investigate and utilize the concepts for shopping locally and The 3/50 campaign.

Heart of Silverthorne



Strategic Event Matrix

Objective Event → ↓	Communi- nity/ Image	Kids	Fund- raising	Traffic Generating	Promotes Retail	Restaurants	Town Center
Concerts at Rainbow Park	X	X		X	X	X	
Valentines' Day Comedy							X
Just for Boys		X					X
Bandstand on the Blue			X				X
King of the Beach							

Heart of Silverthorne


Strategic Event Calendar

Event	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sept	Oct	Nov	Dec
Concerts at Rainbow Park					X	X	X	X	X			
Valentines' Day Comedy		X										
Just for Boys								X				
Bandstand on the Blue											X	
King of the Beach								X				

Heart of Silverthorne


Economic Development



Recruit, retain
and expand
opportunities
for investment
in downtown.

Heart of Silverthorne


Economic Development

Observation: There isn't current data regarding property and market needs.

Recommendations:

- Create property inventory looking at vacant properties and allow property owners to post info online. Identify those who have commercial kitchens, retail opportunities, etc.
- Conduct parking survey to assess what is really needed.

Heart of Silverthorne



Economic Development

Observation: The Town can develop a business friendly image by creating public/private partnerships.

Recommendation: Identify Real Estate Development Incentives

- Inventory sites, conduct market due diligence, market develop vision to position sites to market
- Expedited development review process & building permit issuance in commercial core
- Installing infrastructure that support new development, i.e. parking & sidewalks
Public co-investment through CDBG
- Upgrading sewer utilities

Recommendation: Identify Business Development Incentives

- Enhanced sales tax incentive program (ESTIP)
- Public site acquisition and investment
- Business incubator program on Brian

Heart of Silverthorne



Economic Development

Observation: You have three commercial kitchens in historic buildings on the highway near a transit center.

Recommendation: Consider how to build a restaurant cluster.

Heart of Silverthorne



Economic Development

Observation: Implement your own vision

Recommendation: Ensure that code supports goals of adopted plans.

E.g. If the river is the main asset - face the river with windows and patios not air conditioners and retaining walls;

Heart of Silverthorne



Design

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

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



Heart of Silverthorne













Design

Observation: The heart of your community is structured with civic and commercial bridging Highway 9 and the Blue River.

Recommendations:

- Consider Fourth between Highway 9 and Adam as an opportunity to begin to create a commercial "Main Street" area.
- In order to create greater safety when crossing Highway 9 on foot, consider a pedestrian bridge that could double as signage advertising the downtown core.
- In order to make pedestrian connections within the civic core, consider creating a pedestrian-focused plaza street east of the pedestrian bridge, connecting the pavilion, the recreation center, and the potential new hotel. Create a strong gateway on the east side of the pedestrian bridge.
- Extend existing tax rebate to encourage patio/deck overlooking river for hotel/coffee shop/brewery.
- Engage Civic Center with events and programming. Consider creating an accessible river experience within the civic core.

Heart of Silverthorne



Consider Fourth between Highway 9 and Adam as an opportunity to begin to create a commercial "Main Street" area.

Heart of Silverthorne





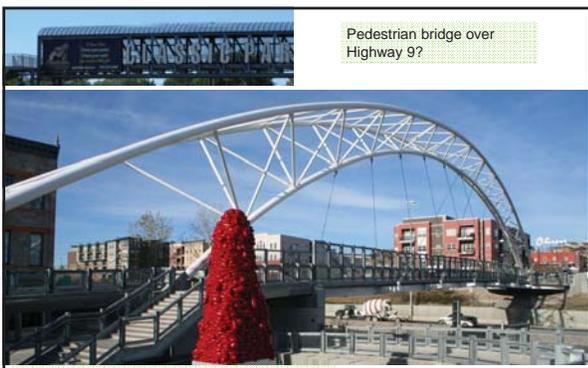
Heart of Silverthorne





Heart of Silverthorne





Heart of Silverthorne



In order to make pedestrian connections within the civic core, consider creating a pedestrian-focused plaza street east of the pedestrian bridge, connecting the pavilion, the recreation center, and the potential new hotel. Create a strong gateway on the east side of the pedestrian bridge.



Heart of Silverthorne





Heart of Silverthorne



Extend existing tax rebate to encourage patio/deck overlooking river for hotel/coffee shop/brewery.



Heart of Silverthorne





Engage Civic Center with events and programming. Consider creating an accessible river experience within the civic core.

Heart of Silverthorne



Design

Observation: Within Silverthorne, there are several key uses and areas: the **gateway area** adjacent to the highway, the **outlet pods**, the **industrial and service area** along Brian Street, the **Highway 9 corridor**, the **Town Center**, the **Blue River** and the **Rec Center** and **Rainbow Park**. Although each of these areas is important to the Town, linkages between them are missing, and there is a lack of visibility and orientation when moving through the town.



Heart of Silverthorne



Design

Observation: Within Silverthorne, there are several key uses and areas: the **gateway area** adjacent to the highway, the **outlet pods**, the **industrial and service area** along Brian Street, the **Highway 9 corridor**, the **Town Center**, the **Blue River** and the **Rec Center** and **Rainbow Park**. Although each of these areas is important to the Town, linkages between them are missing, and there is a lack of visibility and orientation when moving through the town.



Heart of Silverthorne







At the intersection of Highway 9 and Rainbow Drive, consider a roundabout or other iconic element that helps create awareness that you are entering the downtown core. Use this area for signage, public art and image-making

Heart of Silverthorne

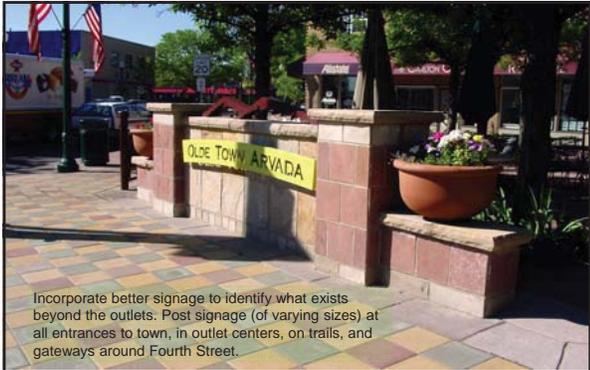




At the intersection of Highway 9 and Rainbow Drive, consider a roundabout or other iconic element that helps create awareness that you are entering the downtown core. Use this area for signage, public art and image-making

Heart of Silverthorne





Incorporate better signage to identify what exists beyond the outlets. Post signage (of varying sizes) at all entrances to town, in outlet centers, on trails, and gateways around Fourth Street.

Heart of Silverthorne





Utilize former visitor center for bike share/rental to Town Center with interpretive brochure and directional signage for bikers.

Heart of Silverthorne



Design

Observation: There is a lack of wayfinding/directional signage in the core area.

Recommendations:

- Identify features/attractions in the core area.
- Identify signage locations.
- Develop coordinated signage graphics.
- Install wayfinding signage.

Heart of Silverthorne











Design

Observation: There is no identifying/unifying streetscape in the core area.

Recommendation: Develop streetscape vernacular including:

- Pedestrian level street lights;
- Benches and trash receptacles;
- Landscaping; and
- Sidewalk treatments.

Heart of Silverthorne









Design

Observation: There are minimal or no sidewalks along core area streets.

Recommendation: Construct sidewalks where missing

Heart of Silverthorne









NEXT STEPS

- Written Report in 6 Weeks
- Posted online
- Community meeting to accept input and identify who/how to implement.
- Six Month Report
- Follow up services?

Heart of Silverthorne



Action Matrix

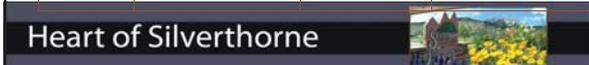
Time	Task	Measure of success	Initiator	Partners
1-3 M	Town Board should declare the commercial core a priority.	Adopt a mission statement for improving the commercial district.	Town Board	Businesses, Residents, School,
3-6 M	Form Downtown Business assoc. to begin implementing priorities set by visioning committee	Monthly reports to Visioning Committee on progress, Work plans for implementation	Business association or champion	Visioning Committee

Heart of Silverthorne



Public Relations and Outreach Communications Strategy

Event	Website	Social Media	Advertising
Everyone	Website for communities or projects to market.	<ul style="list-style-type: none"> ▪Linked to website ▪Communicate up-to-date information ▪Youth involved 	<ul style="list-style-type: none"> ▪identity and branding ▪Engage the community in joint marketing campaign
Community	<ul style="list-style-type: none"> ▪Community news and projects ▪Community resources ▪Newsletter opt-in ▪Community business listings 	<ul style="list-style-type: none"> ▪Highlight successes ▪Invite input ▪Ask for support ▪Link to similar projects 	<ul style="list-style-type: none"> ▪Bill stuffers to promote community events and business ▪Community member discount cards
Partners	<ul style="list-style-type: none"> ▪List and link all partners ▪Create partner information downloads 	Consistent sharing of up to date information on project and about partners	Utilize other advertising initiatives to promote your project



Coalitions and Partnerships

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






Downtown Colorado, Inc.
 240 S. Broadway, Ste 201
 Denver, CO 80209
 t. 303.282.0625, f. 303.282.0658
www.downtowncoloradoinc.org

