

Mancos

TECHNICAL ASSISTANCE PROGRAM



May 3-4, 2012



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

Jamie Carpenter, Downtown Colorado, Inc.
Ken Charles, Regional Manager, Department of Local Affairs
Katherine Correll, Executive Director, Downtown Colorado, Inc.
Carrie McCool, Principal/Founder, McCool Development Solutions, LLC
Clayton McClellan, Downtown Colorado, Inc.
Mark Walker, Program Director for Colorado Brownfields Foundation
Tareq Wafaie, AICP, Department of Local Affairs

Introduction

Welcome to the downtown assessment for the Colorado community of Mancos. Qualifying communities in Colorado have the opportunity to apply for assistance through Downtown Colorado, Inc. in a downtown assessment process partially sponsored by the USDA Rural Development Rural Community Development Initiative (RCDI), and completed in collaboration with the Department of Local Affairs (DOLA).

The Downtown Colorado, Inc. (DCI) downtown assessment and training program is a process of gathering community leaders and stakeholders and developing a structure and process for them to support local businesses and the vibrancy of the commercial district. The process results in a road map to guide community leaders in providing services and training to help local businesses thrive.

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

Executive Summary

In December 2012, the Town of Mancos requested a downtown assessment team visit from Downtown Colorado, Inc. (DCI) for May 3-4, 2012. The purpose of an assessment visit is to bring a team of consultants specializing in downtown and community revitalization to provide tools, insights, and direction to help the host community with its downtown revitalization goals. In anticipation of this visit, the Town of Mancos completed a comprehensive plan, planned focus groups, and provided extensive background information about the history and status of Mancos downtown revitalization efforts and the issues facing the community.

Upon arrival in the community, team members were given a presentation on the history of downtown and toured the town. Afterward, the team met with the city staff for lunch, and then held four well-attended focus group sessions with community stakeholders and interested citizens. The purpose of the focus groups was to hear directly from citizens about the issues facing the downtown and the community as a whole; and to answer questions team members may have about the perceptions, strengths, weaknesses, and opportunities related to downtown Mancos.

On day two, team members gathered to discuss their observations and formulate recommendations. That evening, team members presented their findings in the form of a PowerPoint presentation followed by question and answer session open to the community at large. The following report provides an overview of the downtown assessment visit, identifies partners and resources to help the community, includes observations from the visit, identifies issue areas, and makes recommendations for actions the community can take to strengthen the downtown.



Issue Overview and Historic Context

The Town of Mancos was incorporated in 1894. It lies at the heart of the four corners region, where the states of Colorado, New Mexico, Utah, and Arizona meet. The town is located

between Durango and Cortez, and is six miles from Colorado's renowned Mesa Verde National Park. In its early years, the town served as an economic trading hub, moving a variety of goods from the frontier west to the developing east.

Mancos has a thriving art community and is the gateway to the archaeological treasures of southwestern Colorado. Rapid growth has led Mancos to identify key challenges to overcome to ensure its prosperity. The first concern relates to how the town can encourage and sustain growth in its arts community. The second concern relates to Mancos' desire for new strategies to capture revenue potential from tourists who travel around southwestern Colorado and visit Mesa Verde National Park.

The town hopes that this assessment will identify concrete ways to bring confidence, vision, and focus back to the downtown, creating a greater sense of community spirit and pride. Specifically, it desires to focus on business development and retention strategies, create appropriate economic incentives, and develop marketing, branding, and promotion strategies for both businesses and events in town.

Observations

The following observations were made in the four focus groups held on the first day of the downtown assessment.

Positive:

- Nice parks
- Road artwork is appealing
- Friendly residents
- Art community is great
- Enthusiastic trustees
- Scenic community
- Hometown community feel
- Town events reflect pride in the community
- Informal communications
- Small town character

- Great library
- Well loved school programs
- "Workshop of the west"
- A safe place
- Gateway to Mesa Verde
- An art co-op could be a great addition
- Within 5 years, Mancos should be a vibrant and built out town

Negative:

- The "social club" perspective about the chamber of commerce
- Complaints about business hours
- Commercial vacancies
- Difference in opinion between aging residents and younger residents moving in
- Vacant properties
- Feels slightly empty
- Few people attend city council meetings

Organization

The first section of this report focuses on 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 principal components of organization are:

- Public and media relations
- Volunteer development
- Fundraising

A governing board and standing committees make up the fundamental organizational structure of a volunteer-driven program. Volunteers are best coordinated and supported by a paid, full-time or part-time program director. This structure not only divides the workload and clearly delineates responsibilities, but also builds consensus and cooperation among the various stakeholders. While a paid downtown

coordinator may not currently be feasible, 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. Other districts develop some form of special 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: the most successful communities accomplish their desired outcomes by developing a solid organizational component early in the process to oversee and manage their downtown revitalization efforts. If the community does not create and develop a solid organizational component to oversee and manage the process early on, despite the best intentions of all concerned, the program most likely will not accomplish the desired outcomes and risks fading away before it 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: Mancos needs a tool to assist in land acquisition/development for projects of community interest and importance, and as a method to catalyze appropriate investment.

Recommendation: Consider the benefits of creating a community development corporation. Community development corporations (CDCs) have become increasingly important tools in

the arena of community redevelopment and revitalization. CDCs are non-profit corporations that focus their resources on:

- Tackling development or redevelopment projects that are too difficult or costly for the private sector to undertake alone
- Catalyzing private sector investment in tough to develop areas
- Providing economic development incentives to help disadvantaged businesses

Among the benefits of CDCs is their 501c3 tax-exempt organizational status, meaning the public sector can easily contribute funds to the corporation, and that grant dollars are easier to access. CDCs can generate funding in a variety of ways, including:¹

- Business/corporate donations, so those companies may receive a tax write-off
- Banks are often required to give a portion of their revenues back to the community
- Donors looking for a tax write-off and a community benefit from their contribution
- The town, county and other governmental entities, through actual cash infusions or by partnering on other incentives
- Local, national and federal government grants (which typically can only be given to 501c3 entities)

CDCs work very effectively and nimbly in managing tough redevelopment projects in cities, often by acquiring land or property, assembling key parcels, cleaning them up, adding incentives, and marketing the land or building back to the private sector for redevelopment. In this way, the CDC gets a return on the investment that can then be reinvested in other projects.

CDCs may be started by any individual(s) with an interest in catalyzing community development. The process to create a CDC requires that the interested parties create a

business plan for how the CDC will work, how it will generate funding, and the like. They then apply for 501c3 tax-exempt status through the IRS. Typically, this process can take up to a year, and completing and submitting the application requires the assistance of a qualified legal professional. Once created, the CDC leaders appoint a board of directors and begin generating funds according to their plan.

Observation: Resources are needed to help fund improvements to the commercial district, including physical improvements, maintenance, and marketing.

Recommendation:

Consider benefits of creating a downtown development authority. A downtown development authority (DDA) enables businesses and property owners to work together to strengthen the central business district by generating funding from property and/or sales tax in the district that can be reinvested into projects and programs that benefit the area.

By legal definition, a DDA is a quasi-municipal corporation that is intended to halt or prevent deterioration of property values or structures in a central business district. Funds can be generated by a DDA through a variety of options, including:

- Tax increment financing (TIF) on property
- Tax increment financing on sales
- Up to 5 mil property tax for operations

Unlike an urban renewal authority (which also captures TIF increment but does not allow for a mill levy), creation of a DDA does not require a finding of blight. The only restriction is on where it can be placed, which by law must be in the central business district and/or the area zoned as such. For Mancos, that area is demonstrated on the following map.



Once created, the DDA can continue collecting TIF and the mill levy for up to 30 years before the district must be dissolved and a process to create a new DDA started.

The process to form a DDA includes the following steps:

- Form a working group of council members, town staff, and interested businesses and property owners, and identify goals for the district and specific improvements that meet those goals.
- Identify resources/funds to undertake a formal consulting and legal process to facilitate the DDA creation process. Hiring professional assistance with DDA creation is highly recommended, as it is a lengthy and complicated process. DDA expertise as well as legal expertise is needed. DDA creation can cost anywhere from \$50,000 to \$100,000 depending on the complexity of the district.
- As part of the creation process, the district must undertake significant stakeholder outreach and

do consensus building to create a formal business plan for the district.

- Ensure the district and the plan are clear and well supported, and that the vision for what will be done and how monies will be spent is clear.
- Submit an ordinance to create the district to town council for consideration, and give a 100-day notice of election to the county clerk.
- Issue an official public notice, hold a hearing and adopt the ordinance.
- Hold an election via mail ballot—property owners, lessees, property owners and residents who are located within the proposed DDA may vote (note: the ballots only go to individuals within the DDA area, not to the whole community).
- A majority of those who return the ballot must vote in support of the DDA.

Once created, the DDA is governed by a board of directors with 5 to 11 members, including a town council member. These board members are appointed by town council and serve four-year terms.

For Mancos, we recommend:

- That a plan be created for the central business district that is agreed upon and supported, before the process to create a DDA is initiated.
- That property and sales tax TIF would likely be the best funding stream for the DDA in the short term.

The process to create the DDA, including plan development, consensus building, ordinance creation and vote, is likely to take at least a year from start to finish. Typically, the final day of voting for the DDA is Election Day, so the creation process should start accordingly.

Observation: To strengthen the commercial sector, adequate resources need to be

earmarked for the various investment needs.

Recommendations:

Consider prioritization of existing financial resources to the new initiative. Through community visioning and prioritization, it may be possible to reallocate resources. The town receives a direct distribution of severance and mineral lease funds from the state. Some or all of these funds could be reallocated to the downtown effort.

Some municipalities in Colorado grant vendors up to 3.33 percent for the service of selecting the sales tax, but Mancos does not. The town may reallocate this portion of the sales tax (3.33 percent) to the new initiative.

Consider proceeding with parts or all of the public improvements to the town's streetscape design plan. It is recommended that the town be primarily responsible for financially contributing to the expenses and leveraging grants for the streetscape improvements.

Region 9 EDD has loan programs that may be available for private sector investments in buildings or working capital. Region 9 has a dedicated loan program for façade improvements, which business and real estate owners may take advantage of.

Observation: There does not appear to be a clear system for communicating information to the community.

Recommendations:

Identify one organization and one point of contact for representing downtown. Create an advisory board with representatives from each stakeholder group to provide a clear direction for downtown and to create one stop for information about the town and the organization that is providing leadership to the downtown and business community.

Provide support to foster development of the

downtown champion organization to manage the downtown and facilitate implementation of the action plan. Run the organization as a membership/investor-based organization to garner financial sustainability. A membership system will create a regular system of revenues from the community and businesses, but may create a schism if some entities are not represented because they have not paid dues. Sometimes an investor model is selected to encourage a feeling of inclusion, however, sometimes this optional contribution model results in some entities riding on the coat strings of others. Seek financial and in-kind support from the town and partner organizations or from corporate and private donors to contribute to the cause.

Develop a clear communications strategy and a clearinghouse for information. Complete a communications plan based on the stakeholder analysis. Include a regular "state of the town" address and other updates, including new programs for residents, property owners, historic preservation, and current and prospective business owners.

Observation: There is a need for one entity that manages and coordinates the planning, partnerships, and funding for downtown activities.

Recommendations:

Consider options, including those discussed above, for a long-term management organization and funding mechanism. Work toward consensus, cooperation, and support for downtown. A unified downtown organization may evolve into a long-term management organization for the downtown. However, other models should be considered as the organization matures and requires a long-term stable funding mechanism. Creation of a Colorado Main Street community may be an option for future management. If Mancos is interested in exploring this option, contact the

Department of Local Affairs to inquire about becoming a Main Street Candidate community and to engage in training and development to assist in facilitating that process in the future. Start now! Contact Stephanie Troller, Main Street Coordinator, at 303.866.2369

Utilize an action plan to create a corresponding budget and implement items for downtown revitalization. The action plan in this report will provide guidance to implement the recommendations we have made. Consider holding a community meeting to review the action plan, secure volunteer commitments, and to develop a budget for each item to assess the total costs in the short, medium, and long-term.

Expand opportunities to collaborate in order to reduce duplication and costs for implementation. Two potential partners to contact immediately are the Forest Service, which might assist in disseminating information about events happening downtown; and the Colorado Council of the Arts to gain information on creating a public arts campaign. Complete the stakeholders' analysis to determine what other groups might assist in meeting the town's objectives.

Observation: There appears to be a lot of unharnessed passion for civic engagement, improving downtown, and supporting the arts in Mancos.

Recommendations:

Create volunteer program and materials. Ask each stakeholder group to create a list of tasks and skills that they need for various projects. Identify the skill sets required for implementation and create job descriptions and announcements to share with the schools, library, post on the website, and share with all stakeholders to attract new volunteers. Consider creation of an orientation, monitoring and tracking, and appreciation plan for community volunteers. Record the projects that people work on, the hours they contribute, and their special skills and interests.

Coordinate a meeting of volunteers and their skills to identify the tasks that can be completed and any skills that are unmet can be sought. Use the volunteer assessment form to work with volunteers to compare the skills of volunteers to those needed for implementation of the action matrix.

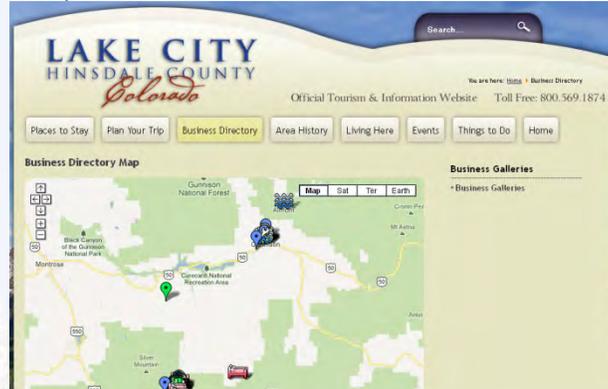
The Town of Mancos would benefit from ongoing guidance and support from the community. Consider a volunteer advisory committee to coordinate activities of all groups as they pertain to downtown and provide support to town staff. Determine what tasks can be completed by volunteers and enlist responsible community members to assist the town staff with implementation of applicable items.

Develop a volunteer appreciation event in conjunction with an event that targets locals. Consider special awards for the most active volunteers. Use the tracking information listed above to assess the contribution of each volunteer. Don't leave people out, but do reward hard work.

Promotion

Promotion is another 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. This image can then be reinforced 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: There are many organizations and events that are not synchronized or promoted in one place.



Recommendations:

The Town of Mancos has many unique events showcased by many different organizations. These events would greatly benefit from collective planning undertaken by stakeholders involved in the events. Promotion of these events could be centralized and promoted in one place by one stakeholder group responsible wholly for promotion. Implementation of a committee of stakeholders that meets on a regular basis would help organize communication and identify obstacles to planning and putting on future events.

An existing stakeholder committee would help streamline organization of upcoming events, thereby increasing the overall success of these events. Another important function of this committee could be to identify and prioritize which events are the most important to the community and recognize objectives and tasks to reach the execution of the event. Additionally, this group could synchronize their actions and focus on tourist-attracting literature. For example, this group could create a "what to do in Mancos for the Weekend" itinerary for visitors. Including recreation, places to eat and visit while being mindful to encompass all community businesses would help stimulate the local economy and increase visibility. Brochures for Mesa Verde Valley should include information about Mancos.

Mancos is situated near many attractions and is the gateway to Mesa Verde National Park. Many opportunities exist for tourists to come from all over the region. Explore options to display Mancos brochures in airports in Durango, Cortez, Montrose, and Telluride. Link tourist activities to Mancos and brand them as your own. For example, Mancos Days could be advertised regionally and perhaps statewide to attract more visitors and revenue.

Observation: There are many organizations and attractions in the community that can work together to improve the overall online branding strategy for downtown, which can help to make Mancos an attraction for visitors, and encourage residents to make purchases from local businesses their first choice.

Recommendations:

Promote the “shop local” concept. Create a strategy for incentivizing attractions, restaurants, and shopping in Mancos. Develop a coupon card with a variety of discounts to give out at the chamber, museum, library, and at area businesses to give after purchases. It is important for all businesses to help promote the other businesses in town and work together on potential packages or joint promotional activities.

To entice residents to join in the “shop local” movement, create a variety of events to encourage shopping downtown. For example, host a scavenger hunt that leads visitors to each downtown business. Ask participants to take photos at each business. They could get extra points for a photo showing them making a purchase, for uploading the image to the town’s Facebook page, and for making note of the location (checking in on Facebook, mentioning the business name, etc.)

Observation: The Town of Mancos website (www.mancoscolorado.com), has well-organized and detailed information, but has an outdated

design and lacks cohesive branding with the chamber and other community websites.

Recommendations:

Update community websites to create a unified, informative web presence. The town and chamber websites are the first results that appear when someone searches “Mancos, CO” online. The quality of those sites can often give visitors their first impression of your community, and can help determine if travelers would like to stay. A well-designed website can be a better resource to community members with easy-to-find event calendars and contact information.

Updating a website is a large task to take on, but it can be very beneficial in the long run. Wordpress.com has free templates that are easy to update. You can keep the domain name, and after the process of transferring information, each page is easy to update, including the style and look of each page.

An updated website through Wordpress allows community leaders to post updates in a blog format which visitors and community members can subscribe to, and have this information go directly to their email.

Work with the chamber to create a cohesive look, with similar color schemes and taglines. This can help prevent confusion when visiting both websites. All community websites should link to each other in an easy-to-find area; if possible, a quick-links area that can be viewed from any page within each website, or with a page specifically for partner links.

Observation: The town website lacks a section that could attract tourists to Mancos.

Recommendations:

The website can be more interactive by offering photo tours of area attractions.

Create a blog that highlights events and

Strategic Event Matrix

Event	Kid	Teen	Dtown	Retail	Fundraising	Music	Food	Who Runs It?
Mardi Gras			X		X	X	X	Ladies Auxiliary
La Plata Paw Dog Sled Races	X							Private Sponsor
Mancos Valley Snow Show	X							Chamber
Mancos Melt			X					Businesses
Health Fair								Lions Club
Mancos Farmer's Market								Chamber
New Open Studio								Chamber
Grand Summer Nights			X	X				Chamber
Fireworks	X							Fire Department
Mancos Days			X			X	X	Town
Ride the Rockies								Chamber
Sugar Pines Motorcycle Rally								Private Sponsor
Hunter Safety Class								Town
Mancos Balloon Festival								Private Sponsor
Arts Festival								Chamber
Town Holiday Events								Town
Mancos Olde Fashioned Christmas			X					Chamber & Business

Strategic Event Calendar

	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec
Mardi Gras		X										
La Plata Paw Dog Sled Races		X										
Mancos Valley Snow Show			X									
Mancos Melt			X									
Health Fair				X								
Mancos Farmer's Market						X						
New Open Studio						X						
Grand Summer Nights						X	X	X	X			
Fireworks							X					
Mancos Days							X					
Ride the Rockies								X				
Sugar Pines Motorcycle Rally								X				
Hunter Safety Class									X			
Mancos Balloon Festival									X			
Arts Festival									X			
Town Holiday Events												X
Mancos Olde Fashioned Christmas												X

Full size tables can be found in the appendix

attractions Mancos. Before the blog is created, solicit articles from the chamber and attraction managers to highlight a new attraction monthly. If there is a community event, write features about the event for up to four weeks prior to that event to build anticipation and attract new attendees. Once each blog is published, post to the community web site, Facebook and Twitter to promote the event and drive traffic to your blog.

Collaborate with community organizations (town, museums, libraries, civic groups, etc.) to post about a variety of offerings in Mancos. This will create an integrated page that includes information from many stakeholders.

Observation: There is no one-stop information online that shows opportunities for business, events, and news specific to Downtown Mancos.

Recommendations:

Create a Downtown Mancos website (or include in a separate page on the town website) that includes downtown business information, and a list of vacant office and store opportunities. With this list, include a list of incentives for starting a business in Mancos, including façade grants, opportunities for marketing, links to small business development centers, banks, and the like, that are available in Mancos.

Create a monthly or bi-monthly online newsletter that includes those business opportunities, new events, requests for artists, job opportunities, and volunteers. Ask businesses to display a newsletter sign-up form; collect and add that information before each newsletter is released.

Update the Mancos Colorado Facebook page to have a direct link (for example www.facebook.com/MancosColorado).

Create a QR (quick response) code that can be added to any downtown brochures or maps. This code can be scanned by smart-phones

with a direct link to the downtown website. This will enable visitors to find out more information about the town, including businesses and attractions in the town.

Create a Twitter account that can be updated by the town, chamber, downtown group, or others, with updates, news, announcements, business openings and opportunities. Twitter is a great way to get exposure to the entire state. Use hashtags such as #COHistory, #COEvents, #ColoradoTravel, #Colorado to increase exposure as an event and tourist hub to the entire state.

Economic Restructuring

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

Observation: Formalizing and structuring business attraction and retention programs could help support business.

Recommendations:

Review the regulatory processes and documents to remove barriers to infill and development. Land use regulations provide the framework within which all community members interested in the built and natural environment of a community must operate. Most land use regulations dictate where development can take place and set forth parameters for whether it is residential, commercial, mixed-use or industrial. Zoning codes regulating permitted density and land uses, maximum building heights, setbacks, lot coverage, parking requirements, and even architectural design standards greatly influence

how development will occur. A systematic review (code audit) and updating of the town's land use regulations and zoning classifications will help facilitate future infill and development, encourage downtown revitalization as well as implement expressed goals and objectives set forth in the newly adopted comprehensive plan.

Explore easy to implement mini-grant opportunities, including such strategies as waivers of permit fees up to \$250, facade improvement support, town utilities waivers for a certain time period, and property tax rebates.

Promote available commercial sites by creating and maintaining a 'commercial sites' availability map and database which contains detailed information vacant on commercial sites for potential businesses.

Conduct a 'leakage' impact analysis. This analysis will show the extent to which the town's sales tax economic base satisfies the purchasing needs of residents. The report should be updated on a quarterly basis and typically would include:

1. An analysis of sales tax revenue;
2. Economic strengths and weaknesses in the local economic base;
3. Priority rankings by targeted industry clusters; and
4. A concise and easy-to-read report, complete with graphs and charts.

Infusing efficient development review processes throughout the newly updated regulations will ensure the success of the town's newly updated comprehensive plan. The processes should be predictable, streamlined, and transparent. It should also be simple and easy to understand for any type of customer. The following are a few suggestions that would encourage infill, development and revitalization of Downtown Mancos:

1. Update/adopt zoning map for consistency with the comprehensive plan.
2. Adopt a downtown mixed-use zone district.
3. Set forth an administrative review process (town administrator approval) for projects in the downtown mixed-use zoning or overlay zone districts.
4. Establish criteria for accessory dwelling units and allow them downtown.
5. Establish density bonuses and expedited approval for residential development downtown.
6. Consider adopting a downtown mixed-use zoning district development handbook that incorporates the various code requirements for the district into a single document for ease of use by property owners, developers, citizens and town staff.
7. Set forth alternative compliance processes. The process could allow the planning commission to approve an alternative approach that may be substituted in whole or in part for a plan not meeting one or more development standards. This approach provides flexibility to meet the development standards in the ordinance and should apply in circumstances in which an alternative approach would provide a result that is equal or superior to that which would be provided by the standards in the ordinance.
8. Provide "how to" sections and include graphics to convey intent of the regulations.
9. Set up bookmarks and internal links for the online pdf version of the land use code to make it more user friendly.

Economic development incentives include a broad range of tools, ranging from expedited planning and permitting processes to direct or indirect funding. Communities often use these incentives to pursue specific economic goals such as tax base diversification, job creation, or business retention and expansion. The Town of Mancos should consider offering incentives for

infill and development downtown and develop a Downtown Mancos Revitalization Incentive Program. The focus of the incentive program should be to leverage investment, lower the cost of doing business and “level the playing field” for businesses and property owners choosing to invest in downtown properties.

The use of financial incentives to benefit private parties, especially those that involve the transfer of public funds to private parties, introduces risk factors not generally present in other public financial management areas. For this reason, economic incentives must be based on a policy that establishes parameters for their appropriate use in relation to the economic development goals of the town. At a minimum, a revitalization incentive program should contain the following elements:

1. **Goals and Objectives.** Goals and measurable objectives create a context and accountability for the use of economic development incentives. The foundation of the policy should correlate to community goals set forth in the newly updated comprehensive plan.
2. **Evaluation Process.** A clearly defined evaluation process should be outlined in an economic development incentive program for the purposes of transparency and consistency. Evaluation activities and factors should be based on the business meeting specific measurable objectives and typically include:
 - **Completeness Review.** Develop an application form and a clear list of required submittal documents/documentation for the application. Review how a proposal measures up to established criteria and **make sure the criteria is specific and can be quantified.** For example, the job creation criteria should state that the proposal should create 10 new jobs or an increase of 10% over the base number of employees

for an expanding business. It should also address the kind of wages that are expected, e.g., the average wage shall be equal to or greater than the average wage for Montezuma County.

- **Reputation and financial vitality of the company.**
 - **A cost/benefit analysis.**
 - An evaluation of tax base impact, in terms of increases in taxable value.
 - Analysis of the impact of a project on existing businesses
 - A determination of whether the project would have proceeded if the incentive were not provided.
3. **Performance Standards.** An economic development policy should require that specific performance standards be established for each project receiving incentives. Not only will these performance standards help the town gauge the effectiveness of its overall incentives program, but may also be used to recover promised financial benefits, through linkage agreements of recipients failing to fulfill their commitments.
 4. **Monitoring and Compliance.** A process should be established for regular monitoring of the economic development incentives granted and the performance of each project receiving incentives. The monitoring process should examine performance standards relative to each economic development agreement and determine whether the goals for each project are **achieved within the defined timeframe.** Ongoing monitoring of every project should become part of the overall downtown revitalization incentive program.

Public outreach and consensus building are key to any planning effort. We recommend that all communities facilitate a community engagement

process for land use and development regulation updates. The community engagement process is about informing and educating the public every step of the way. Work directly with the public throughout the process to ensure that issues, aspirations, and concerns are consistently understood and considered and provide feedback on how public input influenced decisions.

Mancos Land Use & Development Code Advisory Committee. The town should consider appointing representatives from the following agencies and interests groups:

- Service providers
- Developers
- Business owners
- Private planners, architects & landscape architects.
- Community services & housing providers
- Realtors & lenders
- Citizen stakeholders

Community Engagement Goals:

- Gather public feedback about community desires and needs (utilize community surveying, visual preference surveys, workshops, stakeholder interviews, etc.).
- Form a Mancos Land Use & Development Code Advisory Committee. An advisory committee can assist town staff and decision-makers by:
 - ensuring that the code audit addresses important issues and includes perspectives from the full range of interests;
 - reviewing and commenting on findings; and
 - supporting community engagement efforts as part of the code-revision and implementation process.
- Provide a transparent, inclusive process for how public input is used.
- Foster participation of elected and appointed officials (find a respected champion).

- Collaborate with service providers and public works department up front.
- Test the regulations with the business and development community.

Observation: There is an opportunity to better understand the local and visitor customer base.

Recommendations:

Surveys and various forms of research and data are powerful tools that can provide communities with valuable information on when, where, why, how, and for what their customers shop.

- Conduct a point-of-sale survey through all businesses, the library, and all civic entities by having all groups and businesses collect ZIP codes of all customers/clients. Have one system for collection and combine on a monthly basis. Track the local, regional, and outside customers during the seasons of the year and determine who your primary market is.
- Utilize data to shape marketing and events and business recruitment strategies.

Observation: Multiple locations in the community are currently unoccupied or underutilized. Redevelopment of strategic parcels could support a greater downtown revitalization.

Recommendations:

To redevelop strategic parcels, follow four basic steps:

Step 1: The community can engage assistance to develop an inventory, or one could be assembled with public involvement. The inventory itself is an all-inclusive list of sites that are underutilized, abandoned, blighted, or suffer from negative environmental perceptions.

Step 2: The community should develop a list of factors to be used in prioritizing sites from the inventory. Factors to be considered may include: location, feasibility of redevelopment,

willing ownership, and the like. Factors may be weighted based on the community's priorities. Apply the factors to the inventoried sites and select highest priorities for redevelopment. Alternatively, if the community already has a chosen site, steps 1 and 2 can be skipped.

Step 3: Develop a site-specific strategy for redevelopment of priority sites, together with willing property owners. A site-specific strategy should identify what the needs are at the site and the plan should address how those needs will be met, including a financial plan. If the community or quasi-governmental agency is going to participate in title acquisition, then a contract or option for sale should be acquired at the earliest possible time. Environmental due diligence activities should be completed before title is acquired.

Step 4: Implement the site-specific strategy.

A Word on Public-Private Partnerships
Critical sites in a community often remain undeveloped for a reason. Knowledge, economic, and feasibility gaps may exist, making it difficult to assess the potential for redevelopment. The community can assist in filling these gaps by participating in a public-private partnership, which can take various forms. Sometimes a community can fill gaps by availing a site of public funding where a private owner may not be eligible, while the public-private partnership might qualify. Other times, communities can play the role of champion for a site redevelopment by assisting with site marketing. Often a community can enable the redevelopment of a critical site by using public funds to inform the market by accessing environmental due-diligence grant funds, providing fee waivers, or tax incentives. Sometimes the community can serve as the developer. The community could serve indirectly in any of these roles under the guise of a quasi-governmental organization such as an urban renewal authority, downtown development

authority, or some other organization. Regardless, a first task for any community that wants to accomplish redevelopment of critical sites is to decide which role they want to take on.

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. At the forefront of the design effort is the restoration of historic buildings, which helps provide the backdrop for downtown's sense of place.

Good design is integral to the success of any downtown. Maintaining a truly vital commercial core includes paying close attention to visual cues like building facades, storefronts, signage, public spaces, landscaping, and other pedestrian amenities. These physical elements draw consumers, residents, visitors, and potential buyers by highlighting the community's commitment to aesthetics. Design is the keystone for place making, and furthering economic and community development. Several of the recommendations highlighted in this section of the report are consistent with and support the 2011 Mancos Comprehensive Plan. Specific references to that plan are noted in parentheses.

Observation: CDOT control of Highway 160 and the business loop hinders flexibility in design and functionality of the downtown as Main Street. This issue was raised consistently with each of the focus groups during the assessment. Highways, by design, are effective at moving cars and trucks in a timely and safe manner. Like many Colorado communities,

Mancos struggles with trying to entice drivers to exit the highway and visit the historic downtown. The town often has little flexibility for design elements of a state-owned highway making it difficult to achieve the desired character.

Recommendations:

Assess taking ownership of the business loop from CDOT. Although taking over the business loop from CDOT would certainly mean increased maintenance costs and liability, the advantage of controlling the design and functionality of the downtown surpasses those negative assumptions. Control of the business loop would give Mancos the ultimate freedom of designing adequate gateways, parking design



and standards, street closures for events, and ultimately redesign and construction of additional amenities through and along Grand Avenue, such as wider sidewalks, traffic calming devices, landscape amenities, and mid-block crossings, to name a few.

Work with CDOT to explore options for installation of pedestrian safety elements such as refuge islands, curb extensions, flashing beacons, and the like, as suggested in the comprehensive plan. Highway 160 is a major thoroughfare through town. Even with posted speed limits of 45 miles per hour, this highway poses a significant threat to those on foot. The town is bisected by Highway 160 from north to south. Residents north of the highway must ultimately cross the highway to reach downtown, several restaurants, the bank, and most importantly, the schools. Residents south of the highway travel to and from these activities and patronize the businesses that exist to the north of the highway. With well over 20,000 cars a day passing through Mancos on Highway 160 during the peak season, the town is burdened with protecting the safety of its residents. CDOT would require 11 pedestrians an hour at Willow Street crossing Highway 160 to necessitate a major pedestrian safety improvement, such as an overpass or underpass. It is recommended to continue working with CDOT to explore several other alternatives that could mitigate potential dangers of pedestrian conflict with oncoming traffic.

Observation: There are ample opportunities for additional signage design and a cohesive directional signage system for way-finding. The current signage program attempts to tell passersby that Mancos is “open for business”; however, in-town merchants have not captured the volume they seek to achieve. The signage can clearly communicate not only arrival in Mancos, but the types of services available to those who turn off the highway.

Recommendations:

Develop iconic gateway and monument signage that identifies with a Mancos “brand” and draws people off of Highway 160, as suggested in the comprehensive plan. As a major thoroughfare, Highway 160 expeditiously guides traffic through the town without effectively slowing traffic or

engaging drivers in a meaningful way. The existing monument signage on either end of town is an excellent start to building a brand-based campaign to catch the attention of passing traffic and give people a reason to slow down, or better yet, turn toward downtown! Once the town has established the Mancos “brand,” it should be incorporated into designing signage, art, and building forms that suggest Mancos has a reason for people to stop. It is important to recognize that signage and art alone cannot act as magnets for visitors. The structure along the highway and the view down Main Street needs to be inviting and representative of the Mancos character and charm.

Develop a cohesive way-finding signage program that celebrates downtown Mancos, as mentioned in the comprehensive plan. It is important that the town identify locations for way-finding signage. Mancos can develop and implement an effective program using feedback from visitors, the chamber of commerce, existing businesses, and prospective businesses, residents, and others. It is integral to the success of the way-finding program that it captures the character of the town, leads pedestrians on an adventure, and provides accurate and adequate directional information to the town’s key assets and businesses. The local artist community should play a significant role in the design and implementation of such a program.

Observation: The downtown lacks amenities such as seating, public gathering space, trees and other plantings, lighting, bike racks, adequate sidewalks, and public art.

Recommendations: Placemaking does not stop at facades and storefronts. Downtown Mancos will benefit from programmatic improvements to the streetscape

that treats the downtown as a whole rather than business-by-business. A cohesive approach to pedestrian amenities will help to keep people walking up and down Main Street, rather than visiting a business and getting in their cars to go to the next business. A thoughtfully designed streetscape creates an interesting pathway for pedestrians, engages businesses in the process, and provides safety elements, artistic elements, places to rest, and protection from extreme weather. Combined, this approach encourages visitors to stay longer and spend more money.



Provide temporary streetscape improvements to test potential for permanent solutions. Designing and installing pedestrian-scale amenities can prove quite costly. Without significant sources of funding, achieving the desired aesthetic streetscape can be challenging. One particular way to test scenarios and provide temporary streetscape elements is to install non-permanent amenities. If additional outdoor seating for restaurants is needed, find a local carpenter to construct a temporary boardwalk in place of a couple of on-street parking spaces. Experiment with raised planter boxes that serve as traffic calming devices and beautify Main Street.

Bring in potted ornamental trees for a day to show the community how these improvements contribute to the sense of place downtown.



Develop a capital improvements plan (CIP) to implement elements identified in the “Heart of Mancos” streetscape plan. A CIP allows for a unified approach to capital spending. With regular review and updates by the board of trustees, there are plenty of opportunities for the



- **Primary Highway Gateway**
- **Secondary Gateway**

- **Downtown Gateway**
- **Pedestrian Wayfinding**

Town of Mancos to update spending priorities. The CIP is also a way to link projects to other long-range planning mechanisms to show the community that town spending is not ad-hoc, but rather considerate of the collective vision for the town. While water, sewer, and other large infrastructure projects are typically expensive, it is important that streetscape improvements are identified as a priority in order to ignite the type of change necessary downtown.

Utilize the local artist community to create additional way-finding signage, public art at gathering spaces, and develop a program for the location of public art throughout the entire town. The Town of Mancos is wise to have established a clear niche for creative industries. Artists working in all media are now calling Mancos home because of the physical surrounding beauty, tremendous support from the community, and the presence of like-minded individuals. This resource should be tapped for creating art for public use. Areas where local artists could assist the town include way-finding signage, gateways, and installments at local business, civic uses, and outdoor gathering areas.

Design and construct a pedestrian plaza space within the downtown. Consider the town-owned property adjacent to the Opera House. There is not a well-defined outdoor public gathering space within the downtown. Public plaza space allows locals and visitors to meet for refreshments, enjoy a break from the work day, play a game of chess on the weekend, supervise a small child on play features, or just simply relax. A public plaza within the downtown helps to connect community assets (such as the Opera House, Boyle Park, the library, and Town Hall). Simple things like a water feature, an outdoor ping-pong table, or checker boards can provide activity to help spur excitement downtown.

Observation: There is an opportunity to connect the anchors downtown with the river corridor and other civic service assets throughout the downtown and surrounding area. Downtown Mancos enjoys many physical benefits: great weather, beautiful vistas, historic structures, and a gorgeous stretch of the Mancos River right through downtown. The river, however, is hardly visible from downtown and has not been made into a prominent feature of the town. Many of the views backing to the river are unsightly and

could be enhanced through a concentrated effort to make the river the focal point of downtown.

Recommendations:

Participate in the public process for the Community Trails Plan, 2012. This study, which will begin in 2012 will help inventory the resources in town, identify ways to connect people with nature, and develop strategies for improving the overall connectivity within and around Mancos. The Mancos River should be an essential component of this study.

Explore any opportunity to expose and reclaim the river corridor to make it publicly accessible and visible throughout the downtown. Through conversations with business and property owners, the town can convey a clear message that the river is an important feature of downtown Mancos. Some easy ways to begin enhancing the river corridor through town include public clean-up days, providing incentives for activating the river-facing yards of properties, granting easements for public use of the river and its banks, and requiring enhanced water quality measures for new and existing developments.

Observation: The geographic limits of the historic downtown are not clearly defined. The commercial zone district most certainly extends beyond the actual downtown. It is unclear, however, exactly where downtown begins.

Recommendations:

A clearly defined downtown provides a framework with which to establish guidelines and design recommendations, make focused improvements, and incentivize future businesses to locate there. The downtown should be similar in character throughout and not be so big that it seems inappropriately scaled compared to the size of the town. Defining downtown helps the community to identify the best areas for infill redevelopment. Clearly define the boundaries of downtown by designating and adopting a downtown district. The boundaries of downtown

should be identified on a map and should be implied consistently by the town and its residents and business owners.

Identify the desired character of the downtown district and amend codes if necessary to achieve and maintain this character. Once the downtown limits have been officially established, it may be necessary to update land development standards in the code to achieve the desired character. Allowing for both vertical and horizontal mixed use, relaxing parking standards, and allowing for public plaza space to count toward open-space requirements are just some of the ways a land use code can help Mancos achieve higher densities downtown while respecting and promulgating its unique western heritage. Sign codes may need to be revisited to allow for creative proposals that might add to the charm of the downtown and to maintain desired foot traffic.

Observation: The highway business zone does not currently reflect the true character desired by Mancos residents. There were comments made during the downtown assessment that referred to the first view of Mancos from Highway 160 as "less than desirable." Time and again, the business and property owners stated that the corridor was not truly reflective of the beauty and charm of Mancos. As with much development in Colorado along highway corridors, land uses are typically geared toward the automobile.

Recommendations:

The town can improve on the first impression of Mancos by bringing the charm of downtown closer to the highway corridor. Revise building standards and guidelines in the land use code for the highway business zone district to extend the characteristics of the historic downtown commercial core to the highway, as discussed in the comprehensive plan.

Showing the community that the built environment is important to the town, even

along the highway, may go a long way toward getting people to make the turn into downtown Mancos. Streetscape improvements, mixed-use buildings, and outdoor storage limitations or regulations are ways to help improve the aesthetics along the corridor and to provide a welcoming and inviting look to the town's core.

Observation: The existing CDOT fence along Highway 160 appears to be "barbed wire" at first, and has proven to collect debris and make the road look "trashy."

Recommendation:

Work with CDOT to replace the fence along the frontage road with something more aesthetically pleasing. One potential quick fix is to establish an "adopt-a-panel" program where locals can adopt a panel of wood (much like the mural at the vacant property, "the hole," on Grande Ave.) and paint it to replace one of the sections of existing fencing on the frontage road. This not only would be a wonderful community-building exercise, but would also mitigate the visual nuisance issue.

Participating Stakeholders

- Mancos Town Council
- Mancos Town Manager, Planner, Public Works
- Mancos Businesses
- Mancos Residents
- ECO Transit
- Montezuma County
- Local Media
- Community Fund
- Mancos/ Business Association

Funding Mechanisms

Potential Sources of Funds that the Town of Mancos could investigate and discuss with the town board and the public are included in the following list:

- Heritage Tourism Office/Colorado Tourism Office Grants: provides funding to not-for-profit organizations in the State of

Colorado for the purpose of promoting the state or a region as a tourism destination. For more information, visit the website <http://www.colorado.com/ai/MarketingGrantCriteriaFY2009.pdf>

- Grant opportunities for personnel exist through AmeriCorps, universities, and other agencies that provide interns. DOLA's Best and Brightest program is a reasonably affordable program benefiting both the student and the town.
- Tax assistance from general funds: allocate specific funds for the downtown improvements.
- Enhance the current working relationship with Region 9, examining opportunities for services and networking.
- Community Development Block Grant or Rural Business Opportunity Grants: these are federal funds that are distributed by DOLA.
- The Division of Housing and Division of Local Government have funds available, as does the Office of Economic Development and International Trade. DLG money is used for public facilities, DOH money is used to construct housing, and OED money is used for Economic Development. Visit each agency's website to learn details.
- Energy impact funding for public infrastructure: these funds could assist the community with public infrastructure improvements, including sidewalks, water lines, drainage streetscapes, and the like.
- Potential employment and community leadership can be acquired through AmeriCorps Vista

Business Development

- Governor's Office of Economic Development and International Trade: this agency has several programs, from economic development assessments to small business development centers.
- EPA's Brownfields Program: this program

provides direct funding for brownfield assessment and cleanup.

- **Governors Energy Office (GEO) and USDA Rural Development (RD) Energy Programs:** both agencies have new funding programs to retrofit both public and business HVAC and lighting systems. Mancos's businesses could utilize new technology and renewable energy sources to reduce costs. The town could convert streetlights to more energy efficient LED type lights. This is consistent with the recently adopted comprehensive plan.
- **Small Business Administration and Economic Development Administration:** these are two federal programs that can assist local businesses in business startup, expansion and relocation.
- **Downtown Colorado, Inc.:** as a member of Downtown Colorado, Inc., Mancos will continue to be eligible for DCI services, training, and educational programs. It would be beneficial to review programs such as the Main Street Candidate Program that might offer some on-going training and support to Mancos's downtown efforts. Additionally, Mancos should access the benefits of the collaboration of DCI and Colorado Brownfield Foundation (CBF). A half-day workshop is available to communities interested in working on downtown revitalization and brownfield sites.

Fiscal Mechanisms

- The Colorado Department of Local Affairs offers technical assistance to local governments for the establishment of capital improvements, fleet and equipment replacement and pavement maintenance programs. These are tools created to enhance budget development and strategic planning for capital expenditures.

- Clifton Gunderson, LLC., is offering a fiscal review program analyzing 18 points of municipal government. Clifton Gunderson is an experienced CPA and local government management company. The fee for this service is based on municipal size and is reasonably priced.

Team Member Bios

Ken Charles

Colorado Department of Local Affairs

Ken Charles began his career with the Department of Local Affairs in 1988 in the Department's Durango Office. He works with local governments in the Southwest Region, which includes eight counties. His responsibilities are tied to the needs and issues the local governments are experiencing and fluctuate as the issues change and acts as the liaison for the Department with local governments. This includes individual project development, budget and financial management, elections, various land use management and planning roles, goal setting and counsel to local governments. Additionally, he manages the Department's grant contracts in the region. Ken particularly enjoys assisting local governments with developing projects, be it a capital project or planning, or helping draft intergovernmental agreements and resolutions, or assisting with city/county manager recruitment processes, to highlight a few. He has received training at the Nation's Emergency Management Institute in Recovery from Disaster and in Public Assistance. He managed the Governor's Rural Healthcare Initiative for the Department.

Katherine Correll

Executive Director, Downtown Colorado, Inc.

Katherine Correll has experience spanning the fields of community outreach to advance downtown and community development, not-for-profit administration, project development and management, local government planning, marketing, financial and economic development

services, and education. Katherine joined Downtown Colorado, Inc. as the director of communications and operations in 2006; in 2007 she became the executive director. Born and raised in Denver, Colorado, Katherine has worked with development initiatives in Denver, New York, Chicago, and the former Soviet Union. Her focus on strategic planning and organizational development and management includes building viable and sustainable private, public, and non-for-profit institutions and programs. Prior to her current position, Katherine managed the American Councils' portfolio for the Republic of Moldova, focusing on building civil society initiatives, education, and public administration reforms. She was also responsible for management and growth of the American Language Center, language and professional training school. Katherine received her master's degree in Public Administration from Rutgers University and her bachelor's degree in Politics with a minor in Urban Studies from New York University.

Carrie McCool
Principal/Founder, McCool Development Solutions, LLC

Carrie McCool is the founder and principal of McCool Development Solutions, LLC, a land use consulting firm specializing in providing municipal planning services to Colorado's small- to mid-size communities. Carrie has more than sixteen years of national and international experience in all aspects of planning. Much of her work focuses on developing comprehensive land use plans, development code revisions, downtown revitalization, diagnosis and drafting of land use policies, design standards and guidelines; preparing implementation strategies and action plans, as well as community engagement strategies and consensus building. Prior to forming McCool Development Solutions, LLC, in 2001, Carrie held staff planner positions for high-growth communities including Arapahoe County, Douglas County, and the City of Greeley. Her focus in all three jurisdictions was current and long-range planning, streamlining

the development review process, and development code revisions. Carrie received her master's degree in Urban and Regional Planning from the University of Colorado at Denver and her bachelor's degree in International Affairs with a minor in Environmental Issues from the University of Hawaii.

Mark Walker
Colorado Brownfields Foundation

Mark Walker is a project manager with the Colorado Brownfields Foundation, a non-profit involved in providing assistance to those interested in the brownfields arena. Mark was formerly employed for 20 years with state and local health departments in Colorado. He coordinated Colorado's Voluntary Cleanup Program from its inception in 1994 to 2009. Mark also served on a national task force of the states addressing issues unique to voluntary cleanup and brownfields programs. Prior to joining Colorado's Voluntary Cleanup Program, Mark worked for three years with Colorado's Underground Storage Tank Program. In the early years of the Brownfields Initiative, he completed a year-long detail with the EPA Region 8 Brownfields Program. He holds bachelors and masters degrees from Colorado State University.

Tareq Wafaie
Colorado Department of Local Affairs

Tareq Wafaie is a Community Development Specialist with the Community Development Office. Tareq has worked in both the public and private sectors as a community planner and brings his knowledge of natural hazard mitigation, land use codes and comprehensive planning, urban renewal planning, GIS, public involvement and meeting facilitation, transit-oriented development, and urban design. He currently works with communities throughout Colorado by providing training and technical assistance to staff, elected and appointed officials on matters associated with land use planning and community development. Tareq

has a master's in urban and regional planning from the University of Colorado at Denver. Tareq is a member of the American Institute of Certified Planners (AICP), the American Planning Association, and serves on the board of directors for the Transit Alliance.

Emerging Leader Team Support

Jamie Carpenter

Downtown Colorado, Inc.

Jamie Carpenter is a graduate of the University of North Carolina Asheville with a bachelor's degree in Management with a concentration in Business Administration. She developed an interest in community economic development while completing a downtown market analysis during her internship with the Downtown Development Association in her home town of Lincolnton, North Carolina. She has since worked as research and communications assistant for HandMade in America, a community development nonprofit with a focus on growing the craft economy in rural western North Carolina.

Clayton McClellan

Clayton McClellan recently graduated with a master's degree in Public Administration with an emphasis on local government affairs from the School of Public Affairs at the University of Colorado, Denver in 2010. Prior to this, Clayton worked at the Colorado governor's policy office, where he assisted Governor Ritter's transportation advisor to craft comprehensive transportation legislation which was passed as FASTER. This cornerstone legislation aimed at improving Colorado's deteriorating transportation network by generating new revenue streams while also investing in alternative modes of transit. Clayton also undertook a term project for Boulder County's Department of Transportation.

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Dear Community Leader:

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

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

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

Thanks,
Katherine Correll

Community:		Mancos												
Project:		Downtown Revitalization												
May-12		Month:												
Tasks to Reach Objectives		1-3 May-12	4-6 Aug-12	7-9 Nov-12	10-12 Feb-13	13-15 May-13	16-18 Aug-13	19-21 Nov-13	22-23 Feb-14	24-25 May-14	27-28 Aug-14	30-31 Nov-14	32-34 Feb-15	35-36 May-15
Organization														
Create a working group to explore the concept, do research and perhaps hire professional assistance for establishing how CDC's work (It is recommended that the Town proof the Articles with DCI or DOLA prior to proceeding with the filing with the Secretary of State).														
Create a full business plan for the focus of the CDC														
Formally establish the corporation and appoint the initial board directors														
Work with a non-profit attorney to apply for 501c3 tax exempt status														
Board members should explore contribution from local sources as well as grant opportunities														
Invest in appropriate community initiatives														
Identify key individuals/groups who will support the DDA creation and should be involved														
We recommend that an overall plan be agreed upon for the central business district before the process to create														
Identify sources of funding to support DDA creation														
Create a working group and hire consultants and legal counsel to guide the process in a professional manner														
Identify all stakeholders who need to be engaged in the process														
Explore the use of both property and sales tax TIF, which will probably be the best funding stream for the DDA in the short term, though the mil levy might be worth exploring longer term as the Town of Mancos mil levy decreases. Estimate TIF revenues from both Sales Tax and Property Tax.														
Explore whether the Town is agreeable to moving forward with a small sales tax increase that sales tax increase be done in coordination with the DDA creation so as to capture the additional, incremental sales tax revenues or create a TIF.														

Community: Project: May-12	Mancos Downtown Revitalization													
	Month:	1-3 May-12	4-6 Aug-12	7-9 Nov-12	10-12 Feb-13	13-15 May-13	16-18 Aug-13	19-21 Nov-13	22-23 Feb-14	24-25 May-14	27-28 Aug-14	30-31 Nov-14	32-34 Feb-15	35-36 May-15
Tasks to Reach Objectives														
Organization														
Make the plan public, make the vision very visual and be sure people are bought in before you move into creation														
Submit an ordinance to create the district to Town Council for consideration, and give a 100-day notice of election														
The Town does a public notice, holds a hearing and adopts the ordinance														
The election is held via mail ballot – property owners, lessees and property and residents who are located within the proposed DDA may vote (Note: The ballots only go to individuals within the DDA area, not to the whole community.)														
A majority of those who return the ballot must vote in support of the DDA.														
Once created, the DDA is governed by a Board of Directors with 5-11 members, including a Town Council member. These board members are appointed by Town Council and have 4-year terms.														
Identify key individuals/groups who will serve on the campaign committee														
Secure business leaders support and educate business community, Identify key individuals/groups who will serve on the campaign committee. Need members that represent different sectors of the business community that														
Have working group meet with agency representatives														
Form a working group of council members, Town staff, interested businesses and property owners, and establish a campaign committee to promote the ballot issue														
Economic Restructuring														
Formalize and structure business attraction and retention programs that help support businesses														
Updated Land Use Code														
Land Use Code Analysis Report														
Public Participation - Land Use Code Workshops														
Create draft Zoning Map														
Draft Land Use Code														
Adoption Public Hearings														
Analysis of community goals, land use regulations, fees (water & sewer), wages, property taxes														
Identify target businesses														
Develop survey														
Coordinate with partners														

Community: Project: May-12	Mancos Downtown Revitalization													
	Month:	1-3 May-12	4-6 Aug-12	7-9 Nov-12	10-12 Feb-13	13-15 May-13	16-18 Aug-13	19-21 Nov-13	22-23 Feb-14	24-25 May-14	27-28 Aug-14	30-31 Nov-14	32-34 Feb-15	35-36 May-15
Tasks to Reach Objectives	Promotions													
identify a person to be in charge of website, have the person maintain the site and continue the posts, analyze google analytics, and maintain updates for all community events														
Form a group of community stake holders to create a cohesive look for the community														
Register for an analytics program to track website visits														
Link downtown organizations on website														
identify who is currently in charge of Mancos' Facebook page, have the person maintain the site and continue the posts.														
Schedule updates for Mancos Facebook Page														
Design and develop a monthly or bi-monthly newsletter, ask businesses to post sign-up form for the community														
identify a person to be in charge of community updates, press, and communications														
identify a person to undertake task, have this person create an account, have the person maintain the site and continue the posts.														
	Property													
Acquire the highest priority parcel(s) with possible environmental impairments and make it/them available for														
Contact knowledgeable Resources														
Identify assessment costs														
Identify funding sources														
Property under option with permission to conduct assessments														
Conduct Phase I and Phase II Assessments														
Get Cleanup Cost Estimate														
Review cleanup options/costs and implications for reuse														
Evaluate whether want to move forward														
Ensure your organizational structure can support the project														

Community:		Mancos												
Project:		Downtown Revitalization												
May-12		Month:												
		1-3	4-6	7-9	10-12	13-15	16-18	19-21	22-23	24-25	27-28	30-31	32-34	35-36
Tasks to Reach Objectives		May-12	Aug-12	Nov-12	Feb-13	May-13	Aug-13	Nov-13	Feb-14	May-14	Aug-14	Nov-14	Feb-15	May-15
Property														
Write grant applications														
Acquire the site														
Coordinate cleanup contractors														
Get "no further action" letter for cleanup														
Got lucky on that one!														
Advertise														
Seek out desired uses														
Enable, champion, or acquire the highest priority parcel(s) using title plan and make it/them available for														
Determine the role the public entity will take on in the redevelopment process (title plan), mainly revolving around the community/quasi governmental organization taking title														
Inventory and prioritize sites for redevelopment														
acquire contract for sale/option on priority parcel														
Property under option with permission to conduct assessments														
Conduct Phase I and Phase II Assessments														
Acquire No Further Action Letter (if necessary) or proceed with title acquisition upon clean Phase I														
Execute title plan (acquisition, marketing, partnering, RFP, incentives, etc)														
locate funding sources for title plan														
hire expertise, fund the effort, and/or cheer them on														
Design														
Contact CDOT to set up meeting.														
explore options for calming devices acceptable by CDOT.														
develop rfp in partnership with CDOT and find local contractors who can do the work.														
develop rfp or use local staff to prepare signage program, specifically related to location identification.														
Meet with business owners to identify needs and desires														
Work with public, chamber, businesses, others to identify locations for way-finding signage														
Design and install way-finding signage														
Outline needs and prioritize test scenarios														

Community:		Mancos												
Project:		Downtown Revitalization												
May-12		Month:												
		1-3	4-6	7-9	10-12	13-15	16-18	19-21	22-23	24-25	27-28	30-31	32-34	35-36
Tasks to Reach Objectives		May-12	Aug-12	Nov-12	Feb-13	May-13	Aug-13	Nov-13	Feb-14	May-14	Aug-14	Nov-14	Feb-15	May-15
Design														
Hire local contractors/artists to construct or deliver temporary solutions														
Establish clear lines of communication as to the parameters of the program														
Work with town staff to determine needs for capital projects in the next 5 years.														
Prioritize projects for short-term, mid-term, long term and identify cost estimates and funding sources.														
Adopt CIP for 5-year plan														
send out rfp for bid. Choose multiple pieces for placement throughout the town.														
Identify opportunities for donated art														
Adopt a plan for placement of public art throughout town over the short term and long term as funding becomes available														
Explore option for property adjacent to opera house.														
Once a site is chosen, choose a designer to program the site.														
Construct plaza at chosen site														
Finalize contract for plan development.														
Work with property owners, public, contractors, and others to organize a public clean-up day.														
Follow guidelines outlined in 2012 Community Trails Plan (to be developed)														
Establish regulations or standards related to the river, as necessary. May include incentives for rear-yard on river, water quality standards,														
Work with the community to identify discreet boundaries of "downtown".														
Adopt a map and update other maps accordingly.														
Work with the community to establish a clearly defined character description for Downtown Mancos.														
Update land use code where necessary to achieve stated vision and character														
Review land use code for potential updates that would improve on the character of the highway business zone.														
Contact CDOT to set up meeting.														
Set up "adoption" program with local artists and town.														

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

Community: Mancos, Colorado
Project: Downtown Revitalization

Plan Start Date (Month/Year; xx/xxxx):

May-12

Recommendation	Objective	Deliverables	Initiator	Partners/Stakeholders/Expertise Needed	Tasks to Reach Objectives
Organization					
Prioritize Downtown	Identify a stake holder group to initiate implementation.	Stakeholders' Analysis (included in appendcies)	Downtown Volunteers & City	Downtown & Business organizations, Town, Library, Schools, Civic groups. DCI has models and can assist with this process.	Create dialogue and complete list of downtown stakeholders and the contributions each will make.
Prioritize Downtown	Identify a stake holder group to initiate implementation.	Action matrix updated and divided between stake holders for quarterly goal implementation.	Town	Chamber, downtown businesses, area visitor bureau, MV Chamber, Mancos on the Move, Businesses, Library, Civic Entities	Review action matrix to develop clear objectives and work plan for downtown based on Action Matrix with allocated retail enhancement funds.
Prioritize Downtown	Identify a stake holder group to initiate implementation.	Agendas of planning meetings	Library representative on downtown committee.	Library, Schools, Civic groups	Build stronger connection between civic activities and schools, seniors, and library by looking at a combined community calendar at regular monthly meetings.
Prioritize Downtown	Increase number of bodies working for enhanced Mancos,	Create volunteer database, flyers to engage volunteers in efforts	Chamber	Downtown & Business organizations, Town, Library, Schools, Civic groups. DCI has models and can assist with this process.	Build stronger connection between civic activities and schools, seniors, and library to identify and coordinate volunteers available. Conduct a skills assessment.
Prioritize Downtown	Clarify the geographic outline of downtown where the downtown committee will concentrate resources.	Map defining downtown	Town	downtown businesses, MV Chamber, Mancos on the Move, Businesses, Library, Civic Entities	Define downtown geographically and consider "infilling" to create a critical mass in a condensed area in the first months.
Prioritize Downtown	Trustees declare downtown a priority	Report on meetings to Council	Town	Downtown Committee	Include a downtown report on the council agenda monthly or quarterly to share objectives, identify need for resources, and update on progress. Include report in newspaper as well.
Prioritize Downtown	Maintain and build momentum	Annual awards and celebration preceeded by planning meeting and training for new volunteers.	Chamber	Downtown & Business organizations, Town, Library, Schools, Civic groups. DCI has models and can assist with this process.	Create an annual celebration of Mancos volunteers and include downtown awards categories.
Create a Community Development Corporation	Create a tool to assist in land acquisition/development for projects and community interest and important, and to catalyze appropriate investment	Coordinate a group of interested parties who are willing to champion and help support fundraising for the CDC	Town	Property and Business Owners, Town	Create a working group to explore the concept, do research and perhaps hire professional assistance for establishing how CDC's work (It is recommended that the Town proof the Articles with DCI or DOLA prior to proceeding with the filing with the Secretary of State).
		Establish how the CDC will operate, what it will focus on, and how funds will be acquired and used	CDC Working Group	Town, other community partners as needed	Create a full business plan for the focus of the CDC
		Create the CDC company	CDC Working Group	Town	Formally establish the corporation and appoint the initial board directors
			CDC Working Group	Town and Working Group	Work with a non-profit attorney to apply for 501c3 tax exempt status
		Identify and generate funding	CDC Board		Board members should explore contributsion from local sources as well as grant opportunities
		Put the CDC to work	CDC Board		Invest in appropriate community initiatives

Recommendation	Objective	Deliverables	Initiator	Partners/Stakeholders/Expertise Needed	Tasks to Reach Objectives
Create a Downtown Development Authority	To provide resources to help fund improvements to the commercial district, including physical improvements, maintenance and marketing	Form a working group of council members, Town staff, interested businesses and property owners, and identify goals for the district and specific improvements that meet the goals	Town	Property and business owners in the study area, Chamber, etc.	Identify key individuals/groups who will support the DDA creation and should be involved
			Town	All community partners	We recommend that an overall plan be agreed upon for the central business district before the process to create a DDA is initiated.
		Identify resources/funds to undertake a formal consulting/legal process to facilitate the DDA creation process. DDA expertise as well as legal expertise is needed. DDA creation can cost anywhere from \$50,000 to \$100,000 depending on the complexity of the district.	Town		Identify sources of funding to support DDA creation
			Town, stakeholders		Create a working group and hire consultants and legal counsel to guide the process in a professional manner
		As part of the creation process, undertake significant stakeholder outreach and do consensus building to create a formal business plan for the district	DDA Working Group	Town	Identify all stakeholders who need to be engaged in the process
			DDA Working Group	Town	Explore the use of both property and sales tax TIF, which will probably be the best funding stream for the DDA in the short term, though the mil levy might be worth exploring longer term as the Town of Mancos mil levy decreases. Estimate TIF revenues from both Sales Tax and Property Tax.
			DDA Working Group	Town	Explore whether the Town is agreeable to moving forward with a small sales tax increase that sales tax increase be done in coordination with the DDA creation so as to capture the additional, incremental sales tax revenues or create a TIF.
		Ensure the district and the plan are clear and well supported, and that the vision for what will be done and how monies will be spent is clear.	DDA Working Group	Town	Make the plan public, make the vision very visual and be sure people are bought in before you move into creation
		Move forward with legal creation of the DDA if there is stakeholder support	DDA Working Group	Town	Submit an ordinance to create the district to Town Council for consideration, and give a 100-day notice of election to the County Clerk
			Town		The Town does a public notice, holds a hearing and adopts the ordinance

Recommendation	Objective	Deliverables	Initiator	Partners/Stakeholders/Expertise Needed	Tasks to Reach Objectives
			DDA Working Group		The election is held via mail ballot – property owners, lessees and property and residents who are located within the proposed DDA may vote (Note: The ballots only go to individuals within the DDA area, not to the whole community.)
			DDA Working Group		A majority of those who return the ballot must vote in support of the DDA.
		Once the DDA is created move forward with plan implementation	DDA Board of Directors		Once created, the DDA is governed by a Board of Directors with 5-11 members, including a Town Council member. These board members are appointed by Town Council and have 4-year terms.
Increase Sales Tax	To provide additional revenue to help fund improvements to the commercial district, including physical improvements, maintenance and marketing	Form a working group of council members, Town staff, interested businesses and property owners, and establish a campaign committee to promote the ballot issue	Town		Identify key individuals/groups who will serve on the campaign committee
Repeal Vendors Fee	Provide revenue for marketing Town of Mancos or other uses to benefit the business community	Form a committee of business leaders to explore the possibility of repealing the fee and developing the ballot issue	Town		Secure business leaders support and educate business community. Identify key individuals/groups who will serve on the campaign committee. Need members that represent different sectors of the business community that collects and remits sales tax.
Work with Region 9 EDD and SBDC	Increase opportunities for business facade loans and SBDC programs for business.	Greater loan activity	Chamber	Town, Working Group	Have working group meet with agency representatives
Review Severance and MLF Direct Distribution	Provide revenue for start-up planning activities and capital projects	Form a working group of council members, Town staff, interested businesses and property owners, and establish a campaign committee to promote the ballot issue	Town	Town staff and Town council members	Form a working group of council members, Town staff, interested businesses and property owners, and establish a campaign committee to promote the ballot issue
Economic Restructuring					
Update Land Use Code consistent with Comprehensive Plan	Formalize and structure business attraction and retention programs that help support businesses				Formalize and structure business attraction and retention programs that help support businesses
		Updated Land Use Code	Town		Updated Land Use Code
		Updated/adopted Zoning Map		Town, Consultant	Land Use Code Analysis Report
				Citizens, businesses, stakeholders, steering committee, Chamber, DOLA, and CDOT	Public Participation - Land Use Code Workshops
				County GIS	Create draft Zoning Map
				Consultant, Town Attorney	Draft Land Use Code
				Town, Consultant	Adoption Public Hearings
Develop Town Incentives Policy	Formalize and structure business attraction and retention programs that help support businesses	Town adopted Incentives Policy	Town	Town, businesses, stakeholders, County Assessor, Chamber, Special Districts	Analysis of community goals, land use regulations, fees (water & sewer), wages, property taxes
			Town	MV Chamber, Eco Devo organizations	Identify target businesses
Conduct point of sale survey	Gain a better understanding of the local and visitor customer base	Point of sale survey	Businesses	MV Chamber, Mancos on the Move, Businesses, Library, Civic Entities	Develop survey

Recommendation	Objective	Deliverables	Initiator	Partners/Stakeholders/Expertise Needed	Tasks to Reach Objectives
		Updated marketing & events and business recruitment strategies	Town	MV Chamber, Mancos on the Move, Businesses, Library, Civic Entities	Coordinate with partners
Promotions					
Create a Downtown Mancos webpage	Have a source of information and community events for all Downtown Activities	Downtown website or page on town's website	town	Interns, town	Identify a person to be in charge of website, have the person maintain the site and continue the posts, analyze google analytics, and maintain updates for all community events
Meet with Downtown, Chamber and Town to create a common theme for online presence to give the community a cohesive online presence	Develop common branding, colors, and stock images for the community				Form a group of community stake holders to create a cohesive look for the community
	Sign up for free website tracking through Google Analytics; measure views and referrals to downtown website, monitor traffic for the purpose of determining how many people frequent the website	Website referral tracking	town, chamber	Interns, Youth in the community, town, chamber	Register for an analytics program to track website visits
Link downtown website to existing historic or tourist websites, Chamber, library, etc	Connectivity and cohesive organization will lead to better marketing and promotions strategies by tracking these metrics	Test links, refer to Google Analytics to see what places are getting most visits	town, chamber, historic preservation	town, chamber, historic preservation	Link downtown organizations on website
Update and maintain the Mancos, Colorado Facebook page	Make the web address for the Mancos, Colorado Facebook: www.facebook.com/mancoscolorado, Creating an easily linked and easy-to-share social media presence	Easily linked Facebook page	town	town, interns	Identify who is currently in charge of Mancos' Facebook page, have the person maintain the site and continue the posts.
	Create a schedule for posting information on the Mancos Facebook Page	Frequent posts and increased interaction			Schedule updates for Mancos Facebook Page
Develop a Monthly or Bi-Monthly newsletter for Downtown Mancos	Build your mailing list by putting sign-up sheets at participating stores, the visitor center, etc; determine what type of information should be shared, deadlines for event submissions, and what will be featured, put a subscribe now link on town website, and ask community businesses and organizations to add link to their website	Online Newsletter	Town	Town	Design and develop a monthly or bi-monthly newsletter, ask businesses to post sign-up form for the community
Engage the local, state and tourism media outlets.	Set up a media list and send regular press releases and public service announcements.	Press releases and media list	Town, Chamber, Community groups	all stakeholders	Identify a person to be in charge of community updates, press, and communications
Create a Mancos, CO or Downtown Mancos twitter account to give community updates and event announcements	increase online activity by promoting activities from local newspapers, business openings, announcements, and events that can be promoted to the entire state, this one account can be a combined effort from many community groups	number of followers, interactions with users	Town	Town, Chamber, Schools, Library, Museums, etc.	Identify a person to undertake task, have this person create an account, have the person maintain the site and continue the posts.
Property					
Redevelopment of strategic parcels with environmental gaps to support a greater downtown revitalization.	Acquire the highest priority parcel(s) with possible environmental impairments and make it/them available for redevelopment.			*Note that the tasks under this Objective likely will <u>not</u> be completed if environmental impairment is discovered <u>until</u> the quasi-governmental organization (e.g. Downtown Development Authority) is established.	Acquire the highest priority parcel(s) with possible environmental impairments and make it/them available for redevelopment.

Recommendation	Objective	Deliverables	Initiator	Partners/Stakeholders/Expertise Needed	Tasks to Reach Objectives
		Assess the situation to understand what you're getting into			
				CBF	Contact knowledgeable Resources
				CBF, OPS, CDPHE	Identify assessment costs
				CBF, DOLA, OPS, CDPHE	Identify funding sources
				Local realtor, county assessor office	Property under option with permission to conduct assessments
				CDPHE, OPS, Environmental Consultant	Conduct Phase I and Phase II Assessments
				CDPHE, OPS, Enviro Consultant	Get Cleanup Cost Estimate
		Assess the situation and decide to move ahead			
				CBF, Consultant	Review cleanup options/costs and implications for reuse
				CBF, Consultant	Evaluate whether want to move forward
				CBF	Ensure your organizational structure can support the project
		Identify and acquire Cleanup funding (if necessary)		CBF, USEPA, CDPHE	Identify funders
				CBF	Write grant applications
		Acquire the site		Abstract Office, Realtor	Acquire the site
		Implement Cleanup		CBF, OPS, CDPHE	Coordinate cleanup contractors
				CBF, OPS, CDPHE	Get "no further action" letter for cleanup
		Remove blight			Got lucky on that one!
		Put into new use			
				Local Realtors	Advertise
				Regional Economic Development Reps	
				Networking	Seek out desired uses
Redevelopment of strategic parcels to support a greater downtown revitalization.	Enable, champion, or acquire the highest priority parcel(s) using title plan and make it/them available for redevelopment.				Enable, champion, or acquire the highest priority parcel(s) using title plan and make it/them available for redevelopment.
		Assess the situation to understand what you're getting into		DDA	Determine the role the public entity will take on in the redevelopment process (title plan), mainly revolving around the community/quasi governmental organization taking title
				DDA	Inventory and prioritize sites for redevelopment
				DDA	acquire contract for sale/option on priority parcel
				DDA, CBF, CDPHE	Property under option with permission to conduct assessments
				CDPHE, OPS, Environmental Consultant	Conduct Phase I and Phase II Assessments
				CBF, DDA	Acquire No Further Action Letter (if necessary) or proceed with title acquisition upon clean Phase I
		Execute title plan (acquisition, marketing, partnering, RFP, incentives, etc)			Execute title plan (acquisition, marketing, partnering, RFP, incentives, etc)
				DDA, Consultant, Realtor, Town, HUD,	locate funding sources for title plan
				DDA, Town	hire expertise, fund the effort, and/or cheer them on
Design					

Recommendation	Objective	Deliverables	Initiator	Partners/Stakeholders/Expertise Needed	Tasks to Reach Objectives
Assess taking ownership of the business loop from CDOT.		Town acquires ROW of HWY 160 business loop.	Town Board, Town Staff	CDOT, Public Works, Business owners, property owners	Contact CDOT to set up meeting.
Work with CDOT to explore pedestrian safety and installation of pedestrian amenities such as refuge island, curb extensions, beacons, etc.		Installation of traffic calming and pedestrian safety elements at Willow and/or Main.	Town Board, Town Staff	CDOT, Public Works, Business owners, property owners	Contact CDOT to set up meeting.
					explore options for calming devices acceptable by CDOT.
					develop rfp in partnership with CDOT and find local contractors who can do the work.
Develop iconic gateway and monument signage that identifies with a Mancos "brand" and draws people off of Highway 160.		Develop comprehensive signage program.	Town Board, Town Staff	local artist community?	develop rfp or use local staff to prepare signage program, specifically related to location identification.
Develop a cohesive way-finding signage program that celebrates downtown Mancos.		Develop way-finding signage program that identifies locations for signage, design, and implementation.	Town Board, Town Staff	local businesses, property owners, local artists	Meet with business owners to identify needs and desires
			Town Board, Town Staff	local businesses, property owners, local artists, public	Work with public, chamber, businesses, others to identify locations for way-finding signage
			Town Board, Town Staff	local business, local artists, town	Design and install way-finding signage
Provide temporary streetscape improvements to test potential for permanent solutions.		Implementation of temporary streetscape improvements	Town board, town staff	local businesses, property owners, town.	Outline needs and prioritize test scenarios
			Town board, town staff	local businesses, property owners, public, town.	Hire local contractors/artists to construct or deliver temporary solutions
			Town board, Town Staff	local businesses, property owners, public town.	Establish clear lines of communication as to the parameters of the program
Develop a Capital Improvements Plan to implement elements identified in the "Heart of Mancos" streetscape plan.		Adopted CIP in 2012	Town Board, Town Staff	Staff, public, businesses, property owners.	Work with town staff to determine needs for capital projects in the next 5 years.
			Town Board, Town Staff, public	Staff, public, businesses, property owners.	Prioritize projects for short-term, mid-term, long term and identify cost estimates and funding sources.
			Town Board	Town, public	Adopt CIP for 5-year plan
Utilize the local artist community to create additional wayfinding signage, public art at gathering spaces, and develop a program for the location public art throughout the entire town.		textile or sculpture art	Town Board, Town Staff	Creative districts grant? National Endowment for the arts.	send out rfp for bid. Choose multiple pieces for placement throughout the town.
			Town Board, staff	Staff, public, businesses, property owners.	Identify opportunities for donated art
			Town Board, staff	Staff, public, businesses, property owners.	Adopt a plan for placement of public art throughout town over the short term and long term as funding becomes available

Recommendation	Objective	Deliverables	Initiator	Partners/Stakeholders/Expertise Needed	Tasks to Reach Objectives
Design and construct a pedestrian plaza space within the downtown. Consider the town-owned property adjacent to the Opera House.		Public gathering space constructed within the identified downtown district.	Town Board, staff	Staff, public, businesses, property owners.	Explore option for property adjacent to opera house.
			Town Board, staff	contractors, staff, town board.	Once a site is chosen, choose a designer to program the site.
			Town Board, staff	contractors, staff	Construct plaza at chosen site
Participate in the public process for the Community Trails Plan, 2012.		Adopted Plan for connectivity and trails within Mancos.	Town Board, staff	contractors, staff, town board.	Finalize contract for plan development.
Explore any opportunity to expose and reclaim the river corridor to make it publicly accessible and visible throughout the downtown.		Improved river corridor that is open to the public.	Town Board, staff, downtown assoc?	Staff, public, businesses, property owners.	Work with property owners, public, contractors, and others to organize a public clean-up day.
			Town Board, staff	Staff, public, businesses, property owners.	Follow guidelines outlined in 2012 Community Trails Plan (to be developed)
			Town Board, staff	Staff, public, businesses, property owners.	Establish regulations or standards related to the river, as necessary. May include incentives for rear-yard on river, water quality standards, easements, etc.
Clearly define the boundaries of downtown by designating and adopting a downtown district.		An established historic downtown Mancos boundary.	Town Board, staff	Staff, public, businesses, property owners.	Work with the community to identify discreet boundaries of "downtown".
Identify the desired character of the downtown district and amend codes if necessary to achieve and maintain this character.		A unified vision for the character of downtown Mancos	Town Board, staff	Staff, planners	Work with the community to establish a clearly defined character description for Downtown Mancos.
			Town Board, staff	Staff, public, businesses, property owners, planners.	Update land use code where necessary to achieve stated vision and character
Revise building standards and guidelines in the Land Use Code for the highway business zone district in order to extend the characteristics of the historic downtown commercial core to the highway.		An inviting appeal along Highway 160, pulling traffic into downtown.	Town Board, staff	Staff, public, businesses, property owners, planners.	Review land use code for potential updates that would improve on the character of the highway business zone.
Work with CDOT to replace the fence along the frontage road with something more aesthetically pleasing.		Existing fence along hwy 160 is either replaced or new adopt a panel program is implemented.	Town Board, Town Staff	CDOT, Public Works, business owners, property owners,	Contact CDOT to set up meeting.
			Town Board, Town Staff, local businesses	artists, grant writers	Set up "adoption" program with local artists and town.

Stake Holder Analysis

Steps:

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

Stakeholder for Project	Stake or Interest	Supportive of Project		Relative Importance	Potential Contribution or Withholding	Approach/Responsible
		Yes	No			

Identify Potential Volunteers by Stakeholder Groups

Steps:

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

Stakeholder Groups → Volunteer Source (individual or organization) ↓	Business Owners	Property Owners	Neighborhood Residents	Government	Media	Utilities	Civic Groups	Youth/Schools	Preservationists	Financial Institutions	Religious Organizations	Design Professionals	Institutions	Community/ Economic Dev. Organizations

Potential Project Partners

Steps:

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

Stakeholder groups →

Projects/Events



Project Name...														
Project Name...														
Project Name...														
Project Name...														
Project Name...														
Project Name...														
Project Name...														
Project Name...														
Project Name...														

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

Sample Strategic Event Planning Calendar

Steps:

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

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												

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.

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!

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

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.

² The following descriptions were adapted from materials from BoardSource

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

Executive Director Job Description (Con't)

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

Job Knowledge and Skills Required

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

Director Annual Evaluation

Suggested Evaluation Procedure:

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

Name:

Title:

I. Performance in major areas of responsibility

	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:

<p>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.</p>			
Employee	Date	President	Date

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					
AUDIENCES	Everyone *(Bare	Website <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 	Social Media <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? 	Marketing/ Advertising <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 	Special Events <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 stuffers 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.) 	<ul style="list-style-type: none"> "Twisitor 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>	<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

<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 • Send a flyer home to parents through the schools 	<ul style="list-style-type: none"> • 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.

###

Communications Planning Form

Today's Date: _____ Organization/Contact: _____

Email: _____ Phone # _____

Event Title/Topic to promote & Description: _____

Date (s) Needed: _____

Goals & Objectives

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

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

Target Audience:

- | | |
|--|--|
| <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

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

Distribution:

- Downtown Director Board of Directors Town Government All town Sponsors

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.)



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

Mancos Agenda

ADDRESSES

**Mancos Community Center is 130 Grand Avenue -- Mancos Town Hall is 117 North Main Street
 Mesa Verde Motel is 191 Railroad Avenue (970) 533-7741 (just west of the Millwood Restaurant)**

Date/Time	DRAFT Agenda	Attending	Location (Name & Address)
May 3			
10:00 AM 12:00PM	Orientation/Tour - Presentation on history of town and current state of affairs.	Town Administrator	Community Center & town tour
12:15 PM- 1:15 PM	Working Lunch with Staff, Commissioners, Trustees,	Town Staff-Dept Heads/Planning Commission and Trustees	Community Center
1:30 PM- 2:15	Focus Group Meeting 1 (45 Min) Town	Town Staff-Dept Heads/Planning Commission and Trustees	Community Center
2:45 PM - 3:30 PM	Focus Group Meeting 2 (45 Min) Service Providers	Library District, Fire Protection District, Lion's Club, VFW and School Superintendent	Community Center
4:15PM -5:15PM	Break /Walk Around (45 min)		Community Center \$ town
5:15-6:15	Team Snack Time		Community Center
6:30PM- 7:15PM	Focus Group Meeting 4 (45 Min)	Chamber of Commerce, Business Owners, Commercial Property Owners	Community Center
7:30PM- 8:45PM	Focus Group 5 –General Public (45 min)	Residents, community members at large including members of non-profit organizations unable to attend daytime meetings	Community Center
10:00 PM	Draft Recommendations		Town Hall Conference Room
May 4			
Town must provide a working room for the team that has access to a printer, internet, and a scanner.			
8:00 AM	Working Breakfast - Recap Issues and Recommendations – review presentation draft		Town Hall Conference Room
9:00 AM	Team writes report narrative sections		Town Hall
10:00 AM	Team members create action matrix items		Town Hall
12 Noon	Working Lunch Delivered – Town should provide projector. Team makes final edits to power point		Town Hall
1:15 PM	Team Members compile Power Point presentations sent to Team Leader		Town Hall
4:15 PM	Meet with client to review	Town Administrator	Town Hall
6:30 PM	Reception/Presentation	Invite ALL participants and town	Community Center



Notes about Mancos Websites and Social Media

Town of Mancos Website:

- Add old photos to the About page
- Add link to Facebook at top of About page
- Make a “Connect with Mancos!” on the website that includes a list of links to community Facebook pages, websites, etc. Many of these are linked on the About Mancos page, but it is sometimes easier to navigate with a separate page listing links in addition.

Mancos, Colorado Facebook Quick Fixes:

- Make Username/web address: www.facebook.com/mancoscolorado (Go to: Edit Page, Basic Information and Username)
- Add all upcoming events to Facebook Page
- Create albums and add photos after community events, and encourage residents and visitors to tag themselves
- Create a schedule for Facebook posting so there is consistent information being released. (Ex. Mondays, post events for the week, Wednesdays, ask a question to the community or a fun fact, Friday’s post a picture featuring a local business)
- Add a link to the Facebook page on the town’s website
- Create event for 2012 Mancos Days and update as information is added
- Share, and comment on other Facebook pages in the community (local businesses, chamber, library, museum, newspaper etc)
- Post photos of vacant retail/office/restaurant opportunities

Mancos Chamber Website Quick Fixes:

- Add name/information for Chamber Director, staff, and volunteers
- Add Chamber address and contact info to the bottom of each page on website
- Post archived newsletters to website and Facebook page
- Post link to Chamber Facebook on home page

Mancos Valley Chamber Facebook Quick Fixes:

- Create weekly posts that feature a different activity in Mancos or the surrounding area with a catchy name (Ex: Mancos Mondays: Looking for something fun to do this week? Visit the Anasazi Heritage Center! Post picture, link to website/facebook if applicable)
- Take snapshots of the community and chamber members at ribbon cutting, events, etc.

Intro to Facebook and Twitter

Jamie Carpenter
carpjamie@gmail.com
704-477-3059

Why do it?

- There are over 9 million people in North Carolina, How many visit your gallery or store a year?
- Don't be Limited by a "one location" Mindset
- If you interact and communicate, they will come to you
- inform others about your work and promote for **free!**
- Takes less than 30 minutes a day to make your presence known

What is Facebook?

- A user-friendly networking web site that has over 750 million active users, internationally
- It's FREE and easy to set up
- All you have to do is log on, make a status update, post pictures and reply to your friends

Learn the Lingo

- Terms:
 - “status” it’s a short post about what you are doing, what you are working on, a nice quote or anything you would like to let your friends know
 - “Like” your friends can give a thumbs up to anything you post, statuses, pictures, links etc
 - A “page” is a mini-web site that you can make for your business for others to see

Getting Your Page Started

1: On your home page, look for “pages” on your side column, you may have to click “more” to find it

2. Click “Create a Page”

3. Fill in your information for “local Business or place”: Choose “shopping/retail or “local business”

You have a Page--- Now What?

- Tell all of your friends to “like” your page, ask them to tell their friends, etc
- Send an email to your friends not on facebook, encourage them to share
- The more “likes” the higher visibility you will have on search engines
- “like” pages that you find interesting and repost what you find intriguing, they will promote you
- Post pictures of what you are working on, what’s for sale, things you find inspiring

Twitter

- A short-version of the facebook status, limited to 140 characters
- Terms:
 - “Tweet” what you say in that status
 - “twitpic” a method to share your pictures taken on a cell phone on twitter
 - “Trending Topic” key words or phrases that are currently being tweeted by a lot of users
 - “Hashtag” key words or phrases that are important paired with a “#” (ex: #craft)– usually trending topics
 - “retweet” a copy of someone’s tweet
 - “DM” Direct message- a message no other user can see
 - “reply” a message in response to another user’s tweet

How to use Twitter to Increase Visibility

- Automatically update followers and friends about what you have finished and what is for sale
- Link to your blog, website, facebook, etc
- Get instant updates from common interests and regional events
- Use common hashtags and phrases to get retweeted (#Colorado, #COHistory, #COEventsetc.. [info here](#))

Will this work for me?

- Do you have time to commit to social media?
- Do you already have customers that you interact with online?
- Do you have access to the internet? On your phone?
- It’s not easy, but takes a commitment
- Make a plan: schedule on your calendar what you will do each week.

Making it Easier on You

- www.hootsuite.com
 - Can manage Facebook and twitter, schedule posts, and more
- www.twitpic.com
 - Send pictures directly from your phone to twitter

Don't Limit Yourself

- DIY Marketing is not just online
- Business cards
- QR Codes
- Rack Cards
- Participating in groups and events
- Word of mouth! Tell everyone you meet about what you do, then ask them to connect online

SIGN IN MARCOS

May 3 Trustees & Dept Heads

	NAME	BUS/ORG	PHONE	EMAIL
♀	Rovilla R. Ellis	Trustee	970-533-7372	rovilla2001@yahoo.co
♀	Reneata Collins	Marcos Board of Trustees		
		owner of Beehive	970-533-9769	reneata@earthlink
♀	Rachael Marchbanks	Mayor-Marcos	970-799-4708	RachaelMarchbanks@gmail.com
	Tom Vennerell	Town	533-7725	tyennerell@marcoscolorado.com
	Clayton McKellan	Downtown Denver	3-669-1768	clayton191@gmail.com
♀	LESLIE HOPKINS	Parks & Rec Town	970-533-7725	lhopkins@marcoscolorado.com
♀	Heather Alvarez	Clerk/Treas. Town		HRodriguez@marcoscolorado.com
	Bill KNAUER	MARSHAL TOWN	970-533-7725	
	Perry Lewis	Mayor Pro Tem	970-533-9021	
	Todd Kearns	Trustee	970-759-6147	dtoddK@gmail.com PerryD.Lewis@GMA
	Chip Tuthill	Trustee	970-739-9989	chiptuthill@yahoo.com
	Bill Frey	TOWN PUBLIC WORKS	970-749-3315	

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Sign In

May 3, 2013 Mancos Service Providers

NAME BUS/ORG PHONE EMAIL

ROBERT VALENCIA VFW 560-1891 RELIANT.PACOSI@MANS.CO

Lee Hallberg Mancos Public Library (970) 533-7600 LHallberg@manscoslibrary.com

Brian Hanson Mancos School District R36 533-7748 bhanson@manscos.reb.edu

Clayton McClellan DCI 3-669-1768 clayton111@gmail.com

Tom Fennell Mancos

9. Con
 Marilyn Kroeker Raven House Gallery 533-7464 kroeker-3@
 Mats Fujimoto MATS FUJIMOTO'S HATS 533-9740
 Alice Epstein Home-based office 533-7200
 Denise Rantz RE/MAX Mesa Verde Realty 533-9100 remax.com
 Rodney Cox Cox Conco 533-7728
 Pete Loyd PLS GROCERY 533-7470
 Clayton McClellan DCI 3-669-1768
 Gary Hardy Indoto 533-7200
 DARYL ACKER Hamburger Haven 533-7910
 Curt & Barbara Henderson mesa verde motel 533-7741
 Lynne Clark Lynne Clark Fine Art N/A
 Lori Kunder Art & Accents artandaccents@hotmail.com
 970-749-2749
 Heather Alvarez Town of Mancos HRodriguez@mancoscolorado.com
 Bill KNAUER Town of Mancos bknauer@mancoscolorado.com

Sign In

May 3, 2012 Maracas Residents

	NAME	BUS/ORG	PHONE	EMAIL
♀	<u>Perry Lewis & Lynne</u>	Rimrock Outfitters	970-533-7588	horses@rimrockoutfitters.com
♀	Reneata Collins	^{live in back of} Beehive	970-533-9769	reneatab@earthlink.net
♀	Daryl Acker	Rancher	533-9720	
♀	Darrel and Revilla Ellis	Retired	970-533-7372	dnrls@g.co
♀	Heather Alvarez	TOWN	533-7725	
	Kymme Clay "an Artist"			1aclay@live.com
	Mac Musick			macmusick@gmail.com
♀	Caleb & Cecilia Long		970-779-9293	
♀	Chip Tuthill	849 Riverside Ave	739-9989	chiptuthill@yahoo.com
	Bernadette Tuthill	" " "	739-9383	bernt24@yahoo.com
	Clayton McClellan		3-669-1768	clayton191@gmail.com
	OLE BYE	LOCAL FOOD LOGIC, LLC	533-9096	olafbye@gmail.com
14 69	Tom Yennnell	Town		

SIGN IN

25 May 4, 2012 Mancos

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Name	Bus. Org	Phone	Email
DAILY GHA	ZUMA	533-4016	
Mary Webb	live just outside city	533-9055	
Bill Williams	Rancher down webber	✓	
Steve + Cynthia	Klunker ZUMA	533-7300	
Jim Law	Columbine	533-7536	
Holly Cruser	COLUMBINE	533-7046	HOLLYTERRA@MSN.COM
Rovilla Ellis	Trustee Retired	533-7372	Rovilla2001@yahoo.com
Darrel Ellis	Retired	533-7312	dnre@g.com
Georgette Welage	TOWN	533-7432	
HAROLD Welage	retired	533-7432	
Jesli Hopkins	Town of Mancos	533-7725	hopkins@mancosokade.com
Lori Kunder	Art + Accents	749-2749	artandaccents@hotmail.com
Todd Kearns	Red Wagon Energy	759-6147	dtoddk@gmail.com
Jeanne Archambeault	+ Mancos Times	533-7766	mancostimes@coletz.com
Curt Henderson	mesa verde motel	533-7741	mvm@fane.net
Caleb + Corlin Long	Resident	970-779-9293	CHstarsgirl@msn.com
Kellie Zielinski	Grand Ave Cafe	970-570-3434	kelliepower@rockmail.com
Wade Zielinski	Grand Ave Cafe	970-570-7452	wadezielinski@ynhoo.com
Vern Goodnight	Goodnight Trail Gallery	970-533-1177	vern@pucy/goodnight.com
Roger Brunk	Goodnight Trail Gallery	533-1172	
Bernadette Aubin	Kaleidoscope	739-9383	bernthkr@comcast.net
Chip Tutthill	Trustee	739-9989	chiptutthill@yahoo.com
Celeste Avarean	Kaleidoscope Wellness	533-1160	mancoswellness@gmail.com



Downtown Colorado, Inc.



Sterling Downtown Assessment

July 16-17, 2012

Downtown Colorado, Inc.

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

<u>Membership</u>	<u>Education</u>	<u>Tech Assistance</u>
Advocacy & Information Current Events Legislation Referrals Research Job Announcements	20 Events: Annual Conference Issue Forums Downtown Institute	Downtown Assessments, Facilitated & Panel Discussions, Community Activation, and more

Partially paid for by USDA Rural Development RCDFI Funds.

Mancos



Why Downtown?



Mancos



Team Members

- Ken Charles, Colorado Department of Local Affairs
- Katherine Correll Downtown Colorado, Inc.,
- Carrie McCool, McCool Development Solutions
- Tareq Wafaie, Colorado Department of Local Affairs
- Mark Walker, Colorado Brownfields Foundation
- Clayton McClellan, Downtown Colorado, Inc.
- Jamie Carpenter, Downtown Colorado, Inc.

Mancos



Thank you participants!

- Residents
- Town administration
- Town trustees
- VFW
- Mancos Public Library
- Mancos School District
- Aramark
- Geeks on Grand
- Columbine bar
- Mancos Chamber of Commerce
- Beehive
- Arborena
- Basin Motorcycle works
- Integrity glass
- Becky's saloon
- Red Wagon Energy

Mancos



Thank you Participants

- Goodnight Trail Gallery
- Coldwell Banker Real Estate
- Zuma natural foods
- Art of the Southwest
- Mancos art council
- Raven House Gallery
- Nathaniel Hats
- ReMax
- P and D Grocery
- Hamburger Haven
- Mesa Verde Motel
- Lynn Clay Fine Art
- Art and Accents

Mancos



Observations

- Nice parks
- Friendly residents
- Art community
- Enthusiastic trustees
- Scenic community
- Hometown community feel
- Town events reflect pride in the community
- Great library
- Great school programs
- A safe place
- Small town character
- Slightly lacking
- No one at city council meetings
- Informal communications
- No hardware or pharmacy

Mancos



Let your intentions inform your actions and not the reverse

Mancos

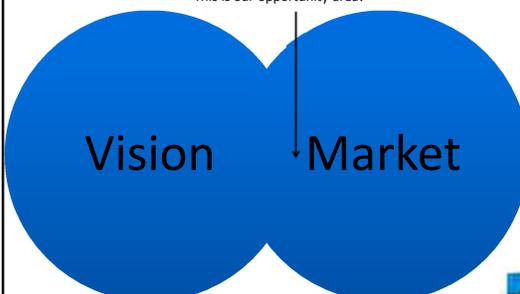


Financing	Volunteers	Partners	Marketing Events	Collateral Material	Retention & Attraction	Streamlined Processes	Market Analysis	Street Scope & Signage	Planning & Zoning	Historic Preservation
MANAGEMENT			MARKETING		ECONOMIC DEVELOPMENT			DESIGN		

Community Engagement

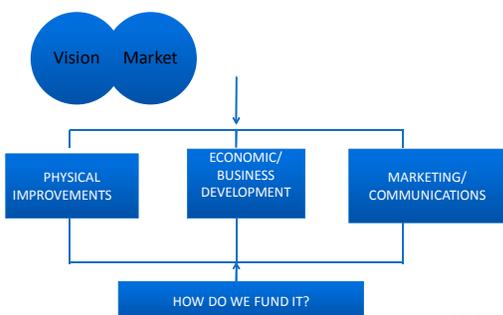
Getting Direction

This is our opportunity area!



Mancos





Mancos



Mancos Objectives

- Consult with community stakeholders to develop an understanding of downtown.
- Identify downtown assets and how to market those assets.
- Identifying legal and organizational frameworks for a coordinating entity for Downtown.
- Identify short and long-term objectives for increased activity downtown, while maintaining and celebrating the historical and character.
- Outline areas for enhancing public-private communications and partnership to sustain an economically viable business community.

Mancos



Organization



Resource Management
Collaboration
Volunteer Recruiting & Management
Fund-raising

Mancos



Organization

Observation: Resources are broadly dispersed and could have a greater impact if there were greater coordination and communication.

Recommendations:

- Define Mancos Downtown
- Create an advisory group to champion for downtown to coordinate stakeholders and initiatives.
- Declare the downtown a priority and identify a pool of resources to support the downtown plan.
- Seek out new and refine existing regional partnerships and coalitions to better develop Mancos' regional role.

Mancos



Organization

Observation: Stakeholders need volunteers and constituent groups need training.

Recommendation:

- Create a volunteer clearinghouse with opportunities.
- Engage youth, retirees, and veterans to provide assistance to stakeholders.
- Create a youth council.

Mancos



Organization

Observation: There are amazing assets to attract residents, business, and investment to Mancos.

Recommendations:

- Present the benefits of living in Mancos including the Library, School, and Opera House - HUGE regional resources that are housed in Mancos.
- Build on the potential for increased foot traffic through civic uses - town hall, community center, the jail, library, and school.
- Partnering to find resources for the Opera House.

Mancos



Communications

Observation: Business stakeholders would like to have greater opportunity for participation.

Recommendations:

- Create an ex-officio advisory position on the Planning Commission to represent the residents of unincorporated county lands.
- Revisit monthly meetings for businesses, the Town, and the Chamber.

Mancos



Marketing & Promotion



Mancos



Promotions

Observation: There are many resources, organizations, and events that are not synchronized or promoted in one place.

Recommendations:

- Take ownership and brand regional recreational opportunities and connect them to Mancos.
- Create Mancos itineraries for how to spend two hours, half a day, two days, etc. using existing businesses, attractions, and service providers.
- Convene stakeholders who plan events and assess the objectives for holding events to determine which events are the most meaningful.

Mancos



Strategic Event Objectives

Event	Kid	Teen	Dtown	Retail	Fundraising	Music	Food	Who Runs It?
Mardi Gras			X		X	X	X	Ladies Auxiliary
La Plata Paw Dog Sled Races	X							Private Sponsor
Mancos Valley Snow Show	X							Chamber
Mancos Melt			X					Businesses
Health Fair								Lions Club
Mancos Farmer's Market								Chamber
New Open Studio								Chamber
Grand Summer Nights			X	X				Chamber
Fireworks	X							Fire Department
Mancos Days			X			X	X	Town
Ride the Rockies								Chamber
Sugar Pines Motorcycle Rally								Private Sponsor
Hunter Safety Class								Town
Mancos Balloon Festival								Private Sponsor
Arts Festival								Chamber
Town Holiday Events								Town
Mancos Olde Fashioned Christmas			X					Chamber & Business

Mancos



Strategic Event Calendar

	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec
Mardi Gras		X										
La Plata Paw Dog Sled Races		X										
Mancos Valley Snow Show			X									
Mancos Melt			X									
Health Fair				X								
Mancos Farmer's Market					X							
New Open Studio						X						
Grand Summer Nights					X	X	X	X				
Fireworks					X							
Mancos Days					X							
Ride the Rockies						X						
Sugar Pines Motorcycle Rally							X					
Hunter Safety Class								X				
Mancos Balloon Festival									X			
Arts Festival									X			
Town Holiday Events											X	
Mancos Olde Fashioned Christmas												X

Mancos

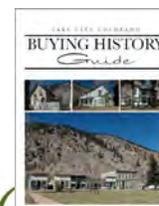


Promotions

Observation: There isn't a clear connection to a brand or identity.

Recommendations:

- Assess the brand and image and use it across the board.
- Consider branding in conjunction with the Town and Chamber



Mancos

Promotions

Observation: there is no "one stop shop" information online that shows opportunities for business, events and news specific to downtown Mancos

Recommendation:

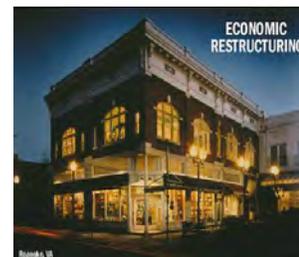
- Create a Downtown Mancos tab within the town website.
- Collect and post information from all relevant town stakeholders.
- -online photo tours
- -blogs



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Recruit, retain and expand opportunities for investment in downtown.



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Economic Restructuring

Observation: Formalizing and structuring business attraction and retention programs could help support business.

Recommendations: Review the regulatory processes and documents to remove barriers to infill & development. Facilitate a community engagement process for land use code updates:

- Update/adopt zoning map for consistency with the Comprehensive Plan
- Mixed use zoning (vertical mixed-use/housing downtown)
- Streamlined review processes
- Sign Code
- Design guidelines

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Economic Restructuring

Observation: Formalizing and structuring business attraction and retention programs could help support business.

Recommendations: Develop Town Incentives Policy, e.g.

- Foundation of policy should correlate to community goals in the Comprehensive Plan.
- Identify minimum capital investment of \$200,000
- Job creation element (Create 10 new jobs or an increase of 10% over the base number of employees for an expanding business)
- Average wage must be equal to or greater than the average wage for Montezuma County

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Economic Restructuring

Recommendations: Explore easy to implement Mini-Grant Opportunities.

- Waiver of permit fees up to \$250
- Façade Improvement Support
- Waive City Utilities for a certain time period
- Property tax rebates

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Economic Restructuring

Observation: There is opportunity to better understand the local and visitor customer base.

Recommendations:

- Conduct point of sale survey through all businesses, the library, and all civic entities.
- Utilize data to shape marketing & events and business recruitment strategies.

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Design



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Design

Recommendations:

- Assess taking ownership of the business loop from CDOT.
- Work with CDOT to explore pedestrian safety and installation of pedestrian amenities such as refuge island, curb extensions, beacons, etc.





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Design

Observation: There are ample opportunities for signage design and a cohesive directional signage system for way finding.

Recommendations:

Implement your Comprehensive Plan - Develop iconic gateway/monument signage and a cohesive way finding system that celebrates Downtown Mancos.





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GATEWAYS & ORIENTATION (overall)



● Primary Highway Gateway ● Downtown Gateway
● Secondary Gateway ● Pedestrian Wayfinding

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GATEWAYS & ORIENTATION (east)



● Primary Highway Gateway ● Downtown Gateway
● Secondary Gateway ● Pedestrian Wayfinding

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GATEWAYS & ORIENTATION (west)



● Primary Highway Gateway ● Downtown Gateway
● Secondary Gateway ● Pedestrian Wayfinding

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PEDESTRIAN WAYFINDING



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Observation: The downtown lacks amenities such as seating, public gathering space, trees and other plantings, lighting, bike racks, public art, etc.

Recommendations:

- Provide temporary streetscape improvements to test permanent improvements.
- Develop a Capital Improvements Plan to implement elements identified in the “Heart of Mancos” streetscape plan.
- Utilize the local artist community to create additional way finding signage, public art at gathering spaces, and programmatic.

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Design



Observation: There is an opportunity to connect the anchors downtown with the river corridor and other civic service assets throughout the downtown and surrounding area.

Recommendations:

- Participate in the public process for the Community Trails Plan, 2012.
- Explore any opportunity to expose and reclaim the river corridor to make it publicly accessible and visible throughout the downtown.

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**Public Private Partnering for Redevelopment:
The Public Role**

- What Role Does the Community want to Play?
 - Developer? Enabler? Partner?
- What Incentives can they Offer?
 - Tap Fee Waivers, Streamlined Plan Review
 - Acquisition of Market Information
 - Full Partner using TIF, Bonds, etc.
- How can they Manage their Liability?
 - Special Districts (DDA, URA, BID)

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Mancos Catalysts for Redevelopment



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A Strategic Parcel

A Gap in the Town's Smile



Voila!



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A General Strategy for "The Hole"

- Engage the Property Owner
- Acquire Option/Contract
- Let RFP for Redevelopment
- Environmental Due Diligence
- Take Title or Sell Option



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Continued Downtown Expansion; South of the River?




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Another Opportunity: Another Strategy

- Engage Property Owner
- Acquire Option/Contract
- Environmental Due Diligence?
- Let RFP for Redevelopment with or without Incentives
- Take Title (CDC) or Sell Option to Redeveloper



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Strategic Riverfront Parcel

- Town Meeting with the Property Owner
 - What Information has been Developed?
 - Plans for Redevelopment?
- Evaluation of the Market
 - Is the Market Ready?
 - Public Incentives Needed?
 - Marketing, Fee Waivers?
- Is a More Formal Partnership Needed?



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Access to natural amenities.



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Prime Highway Location (Highway 184 & 160)

- Engage Property Owner
 - CDOT
- Environmental Due Diligence
- Long Term Lease/Reuse
 - Funnel location to Downtown, Local Business Information Ctr



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A Greater Opportunity?




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Other Ideas/Gaps?




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How to get it all Done



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Financing Mechanisms

The funding toolbox for Mancos includes:

- Community Development Corporation (CDC)
- Downtown Development Authority (DDA)
- Severance & Mineral Lease Tax Direct Distribution
- Region 9 Loan Programs

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Community Development Corporation

- **Non-profit community development funding tool that:**
 - Tackles tough development or redevelopment projects that are too difficult for the public or private sector to undertake alone
 - Provide business/economic incentives
 - Land assembly, land banking, etc.
- **Funding comes from:**
 - Business/corporate donations (tax write-off)
 - Banks (most are required to give portion of revenues back)
 - Donors who are interested in the needs of the community
 - The City, County and other governmental entities through actual cash infusions or incentives
 - Local, national and federal grants



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Downtown Development Authority

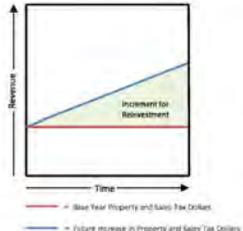
- Must be established in the area considered the downtown or 'central business district' and the area must be zoned as such
- Can collect the increment from both property and sales taxes
- Must be reinvested in the area from where the money is being collected
- To establish, the property owners, lessees and residents WITHIN the proposed DDA area vote



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Basics of tax increment financing (TIF)...

- Uses future increases in property and/or sales tax to finance improvements today
- Common to bond with TIF
- Tool for "bricks & mortar" – infrastructure & buildings
- *Now is the time to establish a base year*




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DOWNTOWN DEVELOPMENT AUTHORITY




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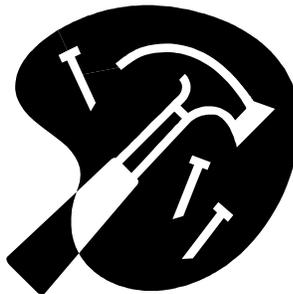
Organizational Models for Downtown

	Business Improvement District (BID)	Downtown Development Authority (DDA)	Urban Renewal Authority (URA)	Community Development Corp. (CDC)	Colorado Main Street
Background/Summary	Quasi-municipal organization is a subdivision of the state. All property assessed in a BID must be commercial. Boundary may or may not be contiguous.	Quasi-municipal corporation which is intended to halt or prevent deterioration of property values or structures in Central Business District.	Established to eliminate blighted areas for development or redevelopment by purchasing, rehabilitating and selling land for development.	Non-profit community organization with public/private orientation. Usually 501(C)(3)	Volunteer driven model with paid staff usually housed in a non-profit organization or be a 501(C)(3), 501(C)(6), or 501 (c) (4)
Focus	Management, Marketing, Advocacy, Economic Development. (Can issue bonds for capital improvements.)	Real Estate Development, Infrastructure, Operations.	Real Estate Development, Rehab Financing, Infrastructure.	Oriented to advance real estate and business development. Provides planning and project development services.	Uses Four Point Approach: Organization, Promotion, Economic Restructuring, and Design.
Pros/Cons	Very flexible entity that can finance improvements and provide services. Can issue bonds.	Ability to finance improvements and provide services, can generate mill levy and TIF increment. Needs approval from other county entities to collect increment.	Can generate sales and/or tax increment to finance future development. Increment needs approval from county entities; can be controversial.	Facilitator and problem solver for otherwise challenging projects. There is no financing built in. Requires staff and volunteer focus on contributions, grants, fees and earned income	Serves as a champion and umbrella for everything that impacts the commercial district; enhances and data collection and reporting for all stakeholder groups. Relies heavily on volunteers. There is no financing built in.



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What else is in your tool box?




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Stakeholder Analysis

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

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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 committee 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

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Thank you

For more information contact

Downtown Colorado, Inc. (DCI), 303.282.0625
www.downtowncoloradoinc.org

Partially paid for by USDA Rural Development RCDI Funds.

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Strategic Event Objectives

Event	Kid	Teen	Dtown	Retail	Fundraising	Music	Food	Who Runs It?
Mardi Gras			X		X	X	X	Ladies Auxiliary
La Plata Paw Dog Sled Races	X							Private Sponsor
Mancos Valley Snow Show	X							Chamber
Mancos Melt			X					Businesses
Health Fair								Lions Club
Mancos Farmer's Market								Chamber
New Open Studio								Chamber
Grand Summer Nights			X	X				Chamber
Fireworks	X							Fire Department
Mancos Days			X			X	X	Town
Ride the Rockies								Chamber
Sugar Pines Motorcycle Rally								Private Sponsor
Hunter Safety Class								Town
Mancos Balloon Festival								Private Sponsor
Arts Festival								Chamber
Town Holiday Events								Town
Mancos Olde Fashioned Christmas			X					Chamber & Business

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Strategic Event Calendar

	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec
Mardi Gras		X										
La Plata Paw Dog Sled Races		X										
Mancos Valley Snow Show			X									
Mancos Melt			X									
Health Fair				X								
Mancos Farmer's Market						X						
New Open Studio						X						
Grand Summer Nights						X	X	X	X			
Fireworks							X					
Mancos Days							X					
Ride the Rockies								X				
Sugar Pines Motorcycle Rally								X				
Hunter Safety Class									X			
Mancos Balloon Festival									X			
Arts Festival									X			
Town Holiday Events												X
Mancos Olde Fashioned Christmas												X

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