



Silt, CO

February 8-9, 2010

COMMUNITY
REVITALIZATION
PARTNERSHIP



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

Downtown Colorado, Inc. (DCI) **TEL:** 303.282.0625
240 S. Broadway, Ste 201 **FAX:** 303.282.0658
Denver, CO 80209

www.downtowncoloradoinc.org

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CRP TEAM MEMBERS:

- Tracy Barnett, MainStreet Steamboat Springs
- Becky Clark, Lakewood Reinvestment Authority
- Katherine Correll, Downtown Colorado, Inc
- Christy Culp, Department of Local Affairs
- Jesse Silverstein, Colorado Brownfield Foundation
- Greg Winkler, Department of Local Affairs
- Genevieve Zeman, Preservation Architect

INTRODUCTION

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

Downtown revitalization is not an instant fix, and it will not happen over night. It will require community and business engagement, strong city leadership, and continual review of plans to ensure that ideas and steps are still relevant to your community. Success is measured in small increments, but with concerted effort and effective use of resources, Silt has a lot of potential. This report is to be used as a tool to help guide Silt in overcoming the challenges it presently faces. The report includes recommendations and guidelines, but is not intended to provide all of the definitive answers to address all of the issues.

Downtown Colorado, Inc. assembled a team of volunteer professionals including designers, planners, and finance experts to work in Silt for two days and then to help compile this 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 the town of Silt.

FORMAT & USE OF THIS REPORT

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

PARTNERS & RESOURCES

With the CRP visit, the community is setting the stage for an ongoing and strengthened relationship with DCI, DOLA, other governmental agencies, and the local business sector. During the two-day visit, the community interactions with the CRP team members resulted in a strong, consensus-building foundation. This foundation will be increasingly important to the many efforts that may result from this initial visit. Focus group and meeting participants involved in the Town of Silt CRP process included:

- Town of Silt Elected and Appointed Officials and Staff
- Silt Area Chamber
- Garfield County Library District
- Grand River Hospital District
- Historical Society and Park
- Business Owners

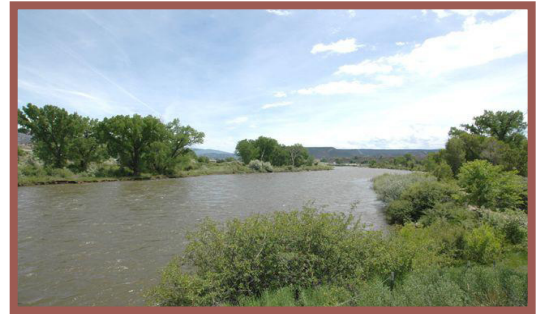
- Residents
- Religious Community

EXECUTIVE SUMMARY

“Enhance the quality of life for citizens of the Silt region by providing locally controlled public facilities and services in a safe, well-planned and sustainable community.”

- Silt Mission Statement

Along the Colorado River in the mountains along I-70, Silt lies between Glenwood Springs and Rifle. Tourists can fish, raft, bird watch, ski, snowboard, hike, picnic, or bike.



Main Street, Highway 6, where the nationally acclaimed roundabout lies is the historic downtown core. Silt’s Main Street provides the basic amenities, with a variety of stores, restaurants, a number of historic buildings, and is also the gateway to the community. The Silt Historical Park lies just a few blocks from downtown, where guests can tour restored buildings that have been relocated to create a historic village that reflects Silt’s turn-of-the-century way of life.

Silt’s downtown district is defined in a recently adopted Comprehensive Plan. Much of the area is older commercial structures, single-family residences, and some newer mixed-use construction. The town hall, police department, fire protection, county library, and historic park are all in the downtown area.

The entire local area has been affected by the natural gas industry, which creates significant demands on communities and fluctuates demand on resources. Silt is seeking a more diversified economy and would like to create a downtown with gathering places and healthy businesses that create employment and promote tourism. The town is hoping to create a viable, vibrant downtown area that serves as a hub to the community, enhance commercial corridors and attract high-quality commercial development, diversify the economy and attract a broad range of employment types.

The town requested assistance in encouraging infill and redevelopment of the downtown to include an inviting pedestrian-oriented environment in the heart of Silt’s civic center and historic core. The team worked to identify economic development opportunities and concepts for improving relationships with potential and existing businesses, to recommend affordable design ideas to create an attractive center for community gatherings, and to assess the development review process to ensure ease of use for businesses and property owners.

GENERAL OBSERVATIONS

- Silt has great resources and amenities including a library, chamber, historical park, and access to the river.
- Silt stands for a **Simply Irresistible Little Town**.
- Silt is centrally located between Rifle and Glenwood Springs.
- Silt offers A+ Rural Health Care Access.
- Silt is home to a diverse, blended community of young and old.
- Silt offers friendly smiles, helpful neighbors and a small town feel.
- Silt offers a variety of affordable housing and land opportunities.
- The river running through Silt provides tourists as well as locals with excellent fishing.
- Silt welcomes visitors and residents alike with an internationally recognized roundabout.
- Silt is described as a bedroom community, meaning most residents travel outside of the town to work and shop and only come home to sleep.
- There are several vacant buildings in prime locations on Main Street.
- Currently there is a preconceived notion that there are difficulties when working with the town. For example, business owners described it as a time-consuming processes.
- Currently it is felt that town information does not get to residents or businesses in a timely or consistent manner.

ORGANIZATION IDENTITY & MESSAGING

To be effective, downtown revitalization cannot be a haphazard undertaking or a set of disparate projects. It requires collaboration, focus and continuity. Organization is about bringing these qualities to a community's downtown revitalization efforts by integrating diverse interests in the community and focusing them on a shared, long-term agenda for restoring downtown's physical beauty and economic viability.

Organization, one point of the Main Street Four Point Approach TM, is about marshaling the human and financial resources to implement a comprehensive downtown revitalization process. Indeed the credibility of Silt, and therefore revitalization efforts as a whole, rely on the management's effectiveness in outreach to the community and setting the standard for transparency, governance, and accountability.

Many commercial districts struggle to find their own unique niche. What makes one district different from another, and how those unique differences are capitalized on, is a key element to promoting any community, and it's no different for Silt.

Knowing the true identity of your downtown, and finding ways to effectively communicate and build on that message with your unique audience, is a key element to downtown success. Success will occur when you learn to gently guide the change in perception through strong connections with your audience, consistency, persistence, and the patience to find a message and stick with it.

Observation: There doesn't appear to be a clear focus or direction to guide staff in moving on downtown issues.

Recommendation: Town board must set the tone and policy for interactive, directed growth, and business support, as well as empower staff to implement. It will be necessary for the town board to make a commitment to improving downtown. The recommendations in this report cannot be implemented by town staff alone; they must have direction and support from the elected leaders of the community and there must be partnerships with local organizations, businesses, and volunteers from the community. The first step is for the town board to make a statement that Silt will move forward with downtown revitalization.

Observation: There does not appear to be a clear two-way communication process between the town and citizens.

Recommendations:

- **Develop regular and timely communication processes between town, businesses, organizations, and entities within town.** The means for communication that exist should be refined to ensure that communication reaches the community while it is fresh and new. The process of enhancing communications should begin with the person responsible for the town's public information communications as well as partner organizations (like the chamber, historical society, etc.), and a group of citizens dedicated to improving this process. Create a list of the means for communicating and develop a plan for getting messages to those lines on a monthly basis.
- **Dedicate some resources to an up-to-date website.** The website is the only face of Silt that many potential tourists or shoppers might ever see. It is imperative to have relevant and timely information on the site. If this site is up to date and houses important information, it will also become a great tool for sending news to the citizens as well as to visitors. Remember to think of long-term management costs for hosting and updating when developing a plan for your website. If possible identify website software that can be updated without a professional website manager. Also, make sure to have current links to all organizations and events in town. Contact neighboring towns to develop two-way links to their sites as well.
- **Hold regular informal meetings with businesses and town.** Take the time once a month to be at a set location where you can talk to farmers, business people, and other locals about what the town is doing and what their concerns might be. The cost of a cup of coffee can buy you better relations with your citizens.
- **Conduct an annual State of the Town address.** Use 2010 to hold the first annual State of Silt address. Highlight the achievements of 2009 and the goals for 2010. Make a public statement, post the statement on the website, include all or a blurb in the newsletter, send out a press release, and post it around town. Use this as a first step toward celebrating the good things about Silt. Timing with the election should be considered; definitely avoid looking like this is a campaign tactic.
- **Create an information kiosk to provide current information and recommendations regarding activities.** It is important to have information available in town where people are. Look to develop an information kiosk to post information on a regular basis for both locals and visitors. Additionally – and immediately – begin posting monthly

information bulletins at the library, the town hall, the senior center, the school, the trade center, the Bureau of Land Management office, and any other venue you can think of.

- **Clarify how lodging tax funds will be used to support communications, marketing, and downtown improvements.** Lodging tax revenues should be used to support activities needed to help Silt “better the environ.” An ideal way to better the environ would be to improve awareness both for locals and visitors of what Silt has to offer, which services are available to businesses and residents, what the benefits are to businesses looking to relocate in Silt, or what the opportunities are for tourism or outdoor adventure. While the informational piece should be a priority, a portion of these funds could also be used to support a community gardening project to add some beauty in downtown, some improvements for signage, and or to provide a match to the Historic Park for marketing and organizational development.

Observation: There are partnerships and collaborations that are not being utilized.

Partnership and collaboration are key to efficient utilization of community resources.

Collaboration conserves human and monetary resources through effective implementation.

Recommendations:

- **Connect with school and senior center to develop volunteer program.** Partnerships between local governments, non-profits, and schools or senior centers are often some of the most beneficial. These partnerships provide leadership opportunities for seniors and youth who have so much to offer a community. By collaborating, the youth and senior population can also make valuable contributions to the efforts of the community by providing a volunteer corps with expertise, information, able bodies, and energy.

- **Have the historical society work with seniors and high school students to do an oral history and focused historical reports.** Historical societies are key players in presenting the history of a community. One key way to instill pride and a sense of place in your community is to engage different groups in telling your story. An oral history project provides real stories of your town, picture presentations to fill empty storefronts, oral history presentations to display at the library, and a wealth of information about the founding families and professions that started Silt and have contributed to the town as we know it today.

- **Promote Silt and the Bureau of Land Management (BLM) through signage and information at their new building.** The town is missing a key opportunity to partner with the BLM for marketing and promotion. Having this office so close to town is a real asset, but currently passersby cannot even tell what it is. Identify ways to cooperatively market, to include information about Silt at the BLM and vice-versa, and to create events that celebrate the fabulous environment in which you are located.

Observation: There are many resources and assets that are not utilized or under-utilized in Silt.

Recommendations:

- **Find uses for existing buildings and empty stores.** There are many historic and newer buildings that are vacant in downtown Silt. The main street of a town is like the living room; it is where you welcome company and entertain. Work with property owners to

develop a program to make their vacant stores interesting. If you keep people looking in the windows and walking around downtown, property owners will have a better chance of finding tenants.

- **Fill empty storefronts with something.** As long as these buildings are empty, Silt should work with property owners to use these buildings to truly entertain your community. Allow school children or organizations to decorate windows with scenes from Historic Silt, or for different holidays, or with art pieces in a temporary gallery.
- **Work with underutilized properties to create a venue for producers to sell food and products locally.** These buildings are a prime opportunity to showcase locally grown or locally made products like the organic produce or locally raised beef. This will provide an outlet for community producers, and you just may be able to locally grow a business!

IDENTITY

Before the Town of Silt can really begin making improvements to their downtown and central core, they must come to an understanding of where these improvements can and should take place, what type of community they are, and what their vision is for moving forward. Understanding the identity of the town must be the first step in any process to downtown revitalization. If you don't know who you are or what you stand for, how will you know if you have achieved your goals?

Knowing the true identity of your downtown and finding ways to effectively communicate and build on that message with your unique audience is a key element to downtown success. Success will occur when you learn to gently guide the change in perception through strong connections with your audience, the residents and businesses of Silt. You must be consistent, persistent, and patient. Find a message and stick with it.

The following observations and recommendations present specific ideas for improving the messaging and identity of downtown Silt.

Observation: The community is still unclear about where the downtown is located. During each focus group, participants questioned the use of “downtown” for the traditional retail area on Main Street. The Silt Trade Center, located east of the downtown area, offers many of the retail options and services traditionally thought of as being downtown. This disconnect between the two commercial areas often times causes confusion in the dialogue.

Recommendation: Identify parameters for downtown and determine what the vision is for the downtown area. Before you can begin your revitalization efforts, you must know where to focus those efforts. The Comprehensive Plan adopted in 2009 shows the agreed-upon downtown area.

The Future Land Use Map shows the downtown area stretching from 4th to 9th Street and Main to Orchard Avenue. This area should be reviewed and approved by the community as a whole to ensure the community is ready to move forward. During the discussion of the downtown area, the community must define the vision for the area. Again, going back to the Comprehensive Plan, the community vision has been introduced. The plan states, “Silt will strive to become

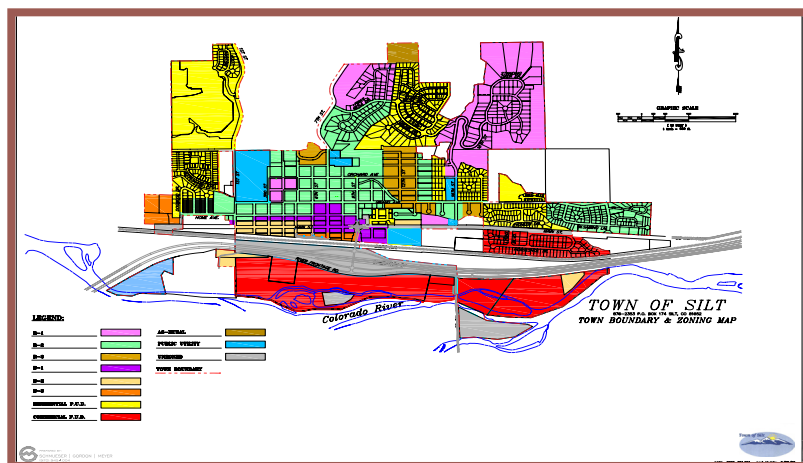
a progressive, sustainable town that embraces the positive aspects of directed growth while capitalizing on a western rural legacy of self-sufficiency and strong community connections.” This vision should be carried out in Downtown Silt.

Observation: The community is not completely aware of the actions of the town leadership and is not taking an active role in the visioning or direction of Silt. There seems to be a disconnect between what the town board is doing and what the businesses and residents know about. In concert with this is a lack of citizen leadership. A large part of knowing what is going on in your community is taking an active role in what is going on and making sure you are keeping yourself up to date with what the board is discussing.

Recommendations:

- **Promote the Citizen Advisory Committee (CAC) for citizens to be actively involved in decision-making and visioning for the town.** The CAC was established to assist with the Comprehensive Plan, but reviving them to assist in the revitalization aspects of Downtown Silt may be very beneficial. This group should be used to bring citizens and organizations together in a unified voice. The group can assist in the implementation of the downtown vision and can be the “go-to” group for the town board, staff, and businesses.
- **Develop and maintain a high level of community engagement by encouraging citizen leadership and participation in town government and other local organizations.** This language comes directly from the Comprehensive Plan and it bears repeating here. Fostering public awareness of the goings-on of the various organizations in town, as well as what the board is discussing, will bring a renewed sense of community to Silt. New families are moving in to the area that may not be completely in tune with the town, either because they are new or because they work in other communities and spend little time in Silt. It is imperative that you reach out to these new individuals, get them interested in the town, and engage them. The citizens must feel ownership in this Community Revitalization Partnership visit, the Comprehensive Plan, and all other future endeavors the town and the various organizations are involved in. Only when the citizens take ownership will the results be truly successful.

SIMPLY IRRESISTABLE LITTLE TOWN



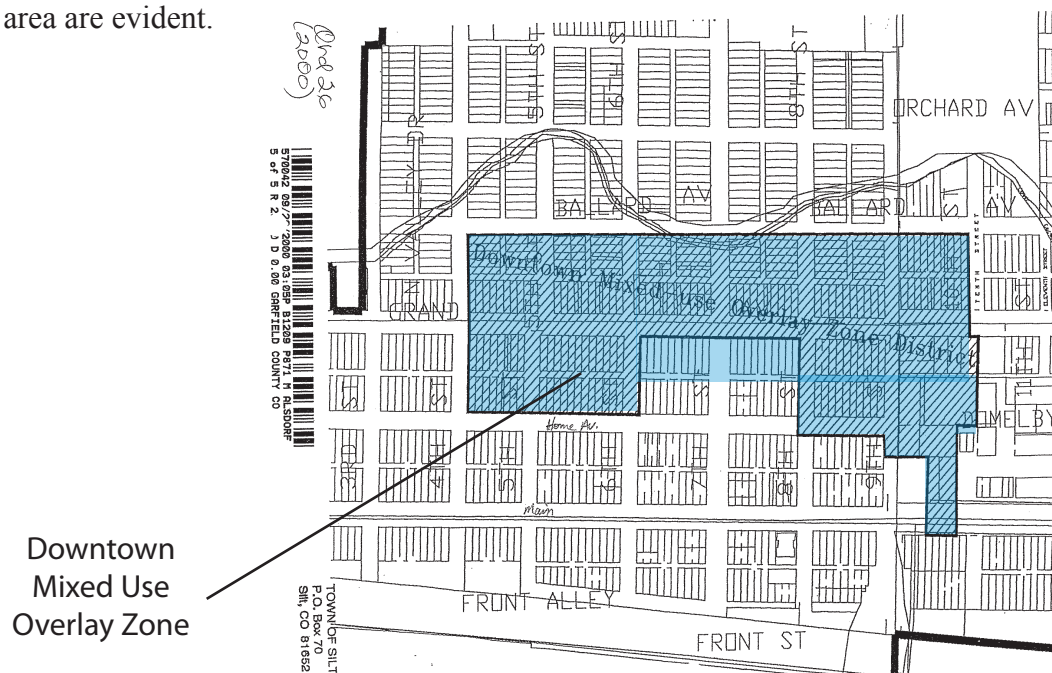
Silt Zoning Map

Observation: Downtown is lacking leadership. The Silt Board of Trustees focuses its efforts on the community at large and spends a portion of its time dealing with the issues of Downtown Silt. Each of the board members and staff should be acting as ambassadors for the community each and every day. Additionally, the Silt Area Chamber works with all the businesses in and around Silt who are members. This may or may not include businesses downtown.

Recommendation: Identify a downtown champion. The board and staff need to organize around a single or small group of objectives for Downtown Silt. A downtown champion operates as a single voice for the downtown business owners, property owners, and customers. This champion could come from a number of different organizations or groups, but he or she must be focused on the issues pertaining to downtown. In many cases, a committee forms within the Chamber of Commerce that is solely dedicated to improving, promoting, marketing and working with downtown merchants, customers and interest groups.

Observation: There is a lack of cooperation between organizations working on the community; this will limit efficiency. Silt is a small enough community that every organization should be aware of what other organizations are doing and how they should be interacting with each other.

Recommendation: Collaborate with local, social, historical, educational organizations to create a community network that contributes to a strong sense of community identity. Again, this language comes directly from your Comprehensive Plan. By working together each organization contributes to the identity of Silt and ensures that the history, culture and personality of the area are evident.



ECONOMIC RESTRUCTURING

Observation: There is a need for market information to enable small businesses to understand local opportunities. Developing a set of market information to distribute will help entrepreneurs plan for success and promote a sustainable balance of business growth.

Recommendations:

- **Gather basic data through grassroots efforts for future use.** Basic and insightful market information can be gathered with relatively simple steps to evaluate potential retail capture and leakage, such as point-of-sale surveys of consumers' zip codes or asking "Where are you visiting us from?" Local household surveys of expenditure patterns and buying-trip patterns are also helpful.

Business-to-business purchases are also an opportunity to provide local goods and services and should be surveyed. Assemble contact list of businesses from town licensing information and ask businesses what goods and services they utilize and where they buy them.

- **Utilize existing communication lines to gather data.** Another way to reach local businesses and households is through utility bills and other civic-related mailings. Communication is key to good results, so let households and businesses know that they will be asked about their spending patterns and make them comfortable with how the data will be used and that it will be kept confidential.

Once the survey data is collected, compile a description of local goods & services consumed and generally where purchased, e.g., downtown, Rifle, etc. Create summary report of Local Buying Patterns and Business Opportunities and assemble into a friendly package to inform entrepreneurs on local needs and to promote business development. This marketing package should be distributed to all businesses and citizens that can act as ambassadors for the community.

Observation: Downtown has many underutilized buildings and open lots. These buildings and spaces should be viewed as assets that can be activated.

Recommendations:

- **A vacant property inventory should be completed with sufficient depth to inform potential business tenants and property buyers.** Depth would include information related to zoning and comprehensive plans relevant to the future of the area. An inventory of all underutilized properties can be kept as an internal document; a catalogue of property available for sale or for lease can be packaged for public distribution. This catalogue should be made available at websites and at all public offices. Develop high quality marketing fact sheets for individual sites in qualifying areas and distribute/market to make it easy for the real estate brokers to bring a deal to Silt.
- **Identify targeted incentives to encourage occupancy.** For example, subsidizing rental rates, streamlining tenant improvement permitting process, waiving building permits fees for tenant finish, and waiving use tax on building materials for retrofit of old buildings for new occupancy. Qualifying criteria for such incentives should support the development

of a critical mass of businesses to populate downtown.

- **Invite all vacant property owners to discuss how to develop and redevelop properties where it is needed.** Creative partnerships should be discussed by the group in a meeting or series of meetings. For example, identify public-private partnering opportunities; determine the willingness of parties to assemble joint ventures between investors, e.g., one partner could contribute land as an equity investment; or the town could identify technical assistance and grant funding to conduct real estate activities. There could also be an opportunity for property owners and town to work together, e.g., the town could issue a request for development proposals for a group of for sale properties.
- **Consider the possibility of creating a model vision to jumpstart development.** That is, organize property information, incorporate market analysis, and conduct upfront site due diligence (may include environmental assessments and structural inspections), and financially model various reuse scenarios. In short, design a development prospectus to entice infill development in a strategic manner.

Observation: There is a perception that the town is not “Business Friendly.”

Recommendation: Continue with zoning and subdivision ordinances review, revisions and permitting processes that will encourage and entice businesses to locate and expand on properties and buildings in the core downtown area.

Over many years the town’s land use and planning ordinances has seen a patchwork of amendments and revisions. Thus, many zoning districts, processes and the actual implementation of projects are now finding themselves in conflict and burdening the process to allow for businesses to locate, remain or even expand. Currently the Sonoran Institute has been charged with reviewing and providing recommendations to the Town of Silt staff, Planning and Zoning Commission and Board to simplify, refine and provide clarity in their current land use and planning ordinances. What seems to be burdensome processes may simply be the inability to review, approve and permit applications and projects because of the duration of time it takes to understand, find, and interpret the steps a property owner or business owner must go through.

During the focus group discussions issues were raised about businesses not being able to easily access information or clearly understand the steps of the various processes a property owner or business owner had to go through to get a review, approval or permit. There seemed to be consensus that this is leading to less than a business-friendly attitude and provides the impression that the town isn’t welcoming new business to the community.

Providing a positive business-friendly attitude begins with a philosophy that the town is open for business; this is made obvious by friendly customer service. This is easily done and carried through if the land use, development, construction and permitting codes are understandable, consistent and streamlined. Training and education on getting this philosophy across ensures that a business-friendly community will be attained.

Observation: There is a lack of material to help new business owners.

Recommendation: Create business-friendly town material. Identify/clarify/simplify all steps needed to create, attract, retain or expand businesses during the town’s

permitting, remodeling, and building construction process.

One of the quickest and easiest means to demonstrate the Town of Silt's business-friendly position is to compose and compile uncomplicated and understandable readable land use, development, and permit information and materials. This can be put into a packet format and provided to anyone that wants construction and permit information, from the Town Clerk's office to the Planning and Public Works offices. This could be distributed freely to the public by the Silt Chamber of Commerce, real estate association, and ambassadors representing the town. This information should also include list of resource individuals, town website, chamber of commerce website, vacant land and building inventory, financing resources, or other material that will provide a "lifeline" to get through all of the perceived "red tape."

Observation: There is a lack of information available regarding vacant property and land sites.

Recommendation: Include information on the town's website that details vacant property and land sites including zoning information, dimensions, description of surface conditions, description of utilities, and parking requirements. Extend survey to existing property and buildings.

Websites are the most direct method to "visit" a community and can be accessed just as well at 10 AM as at 2 AM. This is one of the most prominent methods businesses, search and find opportunities to locate in a community.

Other information should include:

- Community Information: Demographics, taxes, cost of living, climate, schools, maps, community care facilities, hotels and events.
- Business organizations and non-profit groups
- Business support and resources: Financing programs, state incentive programs, and grants.

Observation: Downtown has many underutilized buildings and "missing teeth."

Recommendations: Utilize part of the USDA grant funds toward economic betterment to attract businesses to fill empty or underutilized building stock. Create criterion that provides extra credit for businesses that want to locate in existing buildings, infill/redevelopment/downtown properties, Brownfield sites, density and vertical mixed uses.



Underutilized vacant building

The primary purpose and intent of the USDA grant is to retain and create jobs and job

opportunities in a community. The Town of Silt should put together specific criterion that should be used to evaluate each business applicant.

A checklist needs to include:

- a written business plan, defining long-range and short-range goals and objectives
- a written description of the product and or services that will be provided, and defined the market area that will be served
- written or calculated formal financial plan
- start-up costs
- zoning, and building code regulations, state and local licensing requirements

Observation: There doesn't appear to be a uniform code for appearance of home and yard for upkeep and maintenance.

Recommendation: Alleviate need for a special use permit to demolish a property and use that as an aesthetic enhancement tool.

An unattractive building detracts from other properties in the general area. When the building is demolished, the property becomes more attractive and valuable to buyers. Furthermore, property taxes also become more attractive for resale to another property owner. In many financially strapped communities inducements and incentives are difficult to position or offer to any business or project. One incentive that has become frequently used is to not impede a property owner from demolishing a building. As it is less costly for structurally unsound buildings to be demolished than renovated.

DESIGN

WAYFINDING AND ORIENTATION

Observation: There is a lack of visible signage and wayfinding in downtown.

Recommendation: Clearly identify gateways to the town with an attractive sign that reflects the town's identity and vision. The entry signage will be the first impression one has as they enter the town. An attractive recognizable sign sends a positive message to visitors and residents. The sign should be placed at the appropriate height to be seen by drivers without looking up or down.



Example of gateway signage

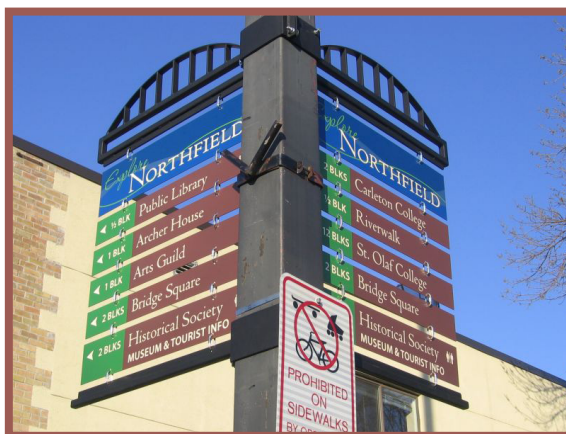
Observation: There is no clear directional signage in roundabout to direct visitors to Silt's main attractions.

Recommendations:

- **Strategically place signage within the roundabout to direct people to the various services and activities Silt offers.** Indicate direction to community landmarks with signage that is cohesive with the gateway signage. Make it easy for potential customers to identify where services are located. For example, direct visitors to trade center, the downtown business district, the city hall, library, and the historical museum village. The easier we make it for people to navigate through a community, the more opportunities they have to see all the great things Silt offers.
- **Use appropriate signage for directional, gateway, pedestrian-oriented and street demarcation.** It is important that the directional signage to these landmarks is differentiated from the street signs to increase visibility. For example, currently the library directional sign is difficult to see because it looks like a street name sign.

Observation: Bike trails are not clearly marked. Silt also does not provide bike racks to encourage a bike-friendly community.

Recommendation: To support Silt's goal of a sustainable community, it is important to incorporate bike racks throughout the downtown to encourage biking rather than driving. The planned and existing bike trails are an important feature Silt has to offer. These features should be highlighted to appeal to the active tourists and residents. Silt wants to make all of its facilities and services easy to get to and as visible as possible. It is also recommended that a bike rack be included in or near the defined public parking lot. Furthermore, it is important to clearly mark existing bike trails.



Example of directional signage



Silt directional signage that looks like street signage



Creative bike rack options

Observation: Currently there is no designated public parking lot downtown.

Recommendation: Establish a public parking lot that is clearly defined and easy to find from the roundabout. It should accommodate large vehicles, busses, RVs, and compact car parking. Clearly marked public parking will further assist in attracting visitors. It is important to make parking and wayfinding very easy for residents and visitors. When it is difficult to find public parking, it creates frustration and deters people from stopping. Having public parking for visitors and residents helps establish Silt as a welcoming place for visitors and residents alike.

Observation: Downtown is not as pedestrian-friendly as it could be. Residents feel unsafe crossing during rush hour because crosswalks do not deter speeding.

Recommendation: Start negotiations with CDOT to get the crosswalks painted, and eventually to incorporate pedestrian-controlled signage that blinks when a pedestrian needs to cross. As downtown strives to grow, it is important that pedestrian safety and accessibility be addressed. The safer people feel walking downtown the longer they will stay, and it will also encourage residents and visitors to come downtown more often.

Observation: Improvements need to be made to many façades and signage downtown. Downtown has missed opportunities to feature the valued architectural details that are in place.

Recommendations:

- **Utilize façade and signage renderings from Colorado Center for Community Development (CCCD) to encourage improvements.** It is important to seek a design plan that can improve the overall look of downtown while reflecting Silt's cultural and historical background. It is important to make vacant building looks more appealing to investors, community members, and visitors. Standards should be set regarding the upkeep of vacant buildings. Each façade can be unique as it pertains to the business, but it should reflect an overall theme that is consistent with Silt's identity.

Utilize initial design plan from CCCD to access affordable design services and excite the community and business owners.

- **Consider the benefits of historic designation and increased preservation activities in Silt.** It may be pertinent for property owners to seek registration with the National Register of Historic Places to get various tax incentives. Once they are registered they can seek grant monies from various historical organizations to support maintenance and renovation. Review the material in the Appendices on benefits of designations on the National Register of Historic Places.

Observation: The community desires additional landscaping downtown.

Recommendations:

- **Consider incorporating native plantings and trees that will not become an economic and environmental strain on the community into downtown.** It is important to seek assistance from Silt's extension program to research indigenous plants that can be

incorporated into future landscaping projects downtown. Using indigenous plants will result in less water usage, thereby saving money. This ensures landscaping will look attractive as well as further reflect Silt's natural surroundings with little to no maintenance.

- **Consider supporting the attempts to create a community gardening program to maintain new landscaping for downtown.** Allow groups of gardeners, seniors, youth, or others to adopt a garden. This would be a great opportunity to involve the senior community, historical society, garden clubs, and community members wanting to get involved in the beautification of Silt. When people have a responsibility to the appearance of their town, they feel increased ownership and pride.



Streetscape improvement examples

PROMOTIONS

Observation: Organizations are productive, but do not appear to coordinate on promotions.

Recommendations:

- **Conduct a strategic event planning meeting to examine at event objectives and schedule for all community-wide activities within the Silt immediate area.** It appears that there are several organizations within the community that could benefit by collaboration and partnerships with other organizations to benefit the town as a whole. Citizens mentioned that they enjoyed events that brought the community together. Due to the size of the community, human resources are limited and would benefit by working together toward creating a combined calendar of events for the town. It is suggested that the chamber be the lead organization for creating and distributing this combined calendar to local and regional community.

Once the combined calendar is created, a strategic planning meeting should be called with several goals in mind. A plan may be to invite a representative of each entity that is planning community events throughout the year to a strategic planning meeting. At that meeting decide what the goals of different events are (e.g., community building, retail events, image building to visitors) and who the target audiences are. Sort these by months. Once a matrix of current events is created, it will show where there are holes in the calendar and what opportunities there are for additional events.

- **Research and compile calendar of regional events from surrounding communities and businesses for complete regional calendar of events to use when creating or incorporating Silt events into a regional effort.** Once the local calendar of events and matrix are completed, it would be a good idea to compile a list of events in the other surrounding communities and integrate those events into the local matrix to determine if there are holes or overlapping events. Following the integration of the events, a complete list of media contacts (regional newspapers, websites, local access TV stations, calendars of events, etc) should be compiled and used regularly to promote events and the community. A regular schedule of contact with these media sources should be established. The Chamber would be the logical organization for this. An intern or high school student might be recruited to do this legwork.

Observation: There are opportunities to better promote and market resources.

Recommendation: Get CDOT signs for historic downtown, historic sites, etc. on both Interstate 70 and Highway 6. The community may have opportunities for free marketing using CDOT generic signs such as “central business district,” “historic downtown,” or “museum.” The Town of Silt should contact CDOT to see what signage might be available and appropriate. This signage should be used to draw traffic off the interstate. Once these are identified and locations determined, follow up will be necessary to make this happen.

Observation: Key assets are not being marketed to the community and tourist groups that would appreciate them.

Recommendations:

- **Utilize town resources to assist the historic society to develop a marketing plan for Historic Park.** The Historic Park is a defining entity in the community, which could be a unique draw for visitors and locals. Historic Park is a unique experience in the community, one that people from all over would come to see. It is a learning tool representing the lives and buildings of the people who lived here long ago. Create a website outlining the history of the project, the days, times and hours of operation, a map showing the location, and entry fees. Link this website to area chambers and other websites. A collateral piece, perhaps a rack card, could be created and distributed through the rack card distribution company. Local restaurants, lodges, and stores should have copies for distribution. A quarterly or somewhat regular newsletter of the organization might be created to keep activities top of mind.
- **Research and develop a method of encouraging the viewing of the Blue Heron and Eagle bird populations as a means of drawing visitors off the interstate.** The bird populations in the Silt area are a unique draw for birders and should be developed as a draw for visitors. Cultural heritage tourism (CHT) is one of the fastest growing segments of the tourism industry. CHT visitors spend more and stay longer than other visitors. Birding is one of the fastest growing elements of cultural heritage tourism throughout the nation. You have a unique opportunity in river area to view a number of blue herons and eagles within close proximity to your town. Develop, with your local or regional Audubon Society the research and collateral material to provide an enriching birding experience. Create bird-watching stations across the river from the nests, or closer, if possible, without disturbing the birds. Learn the migratory patterns of these birds and create a “Return of the Blue

Heron's Festival each year. Even if they don't show up then, people will have a great time getting together and celebrating something.

Observation: Garfield County is joining a Northwest Colorado Regional Cultural Heritage Tourism effort for marketing.

Recommendation: Get involved with the Garfield County CHT efforts to promote cultural resources. The culture and traditions of Silt, in addition to the Historic Village and the Herons/Eagles mentioned above, are all things that heritage travelers may be interested in, if they know that there are things to see and do in and around Silt. Define a champion of CHT in Silt (Historical Society? Historic Park committee? Chamber?) Contact Kate Collins, VP of Tourism in Glenwood (970-945-6589 x 105) to let them know Silt is interested in being a part of the planning process for the Garfield County CHT program. Take an active role in creating the visitor-ready sites to be included in a Garfield County CHT effort.

Remember visitors often like to see more than one thing in an area that helps to define the place, the people and the heritage of the area.

Observation: People don't know what businesses and opportunities are available.

Recommendation: Create a complete directory of all businesses in Silt using the town's registry of business licenses. Despite the membership aspect of the chamber and the need to represent its members, it is felt that the community would benefit from a complete directory of businesses and services available in Silt. Since the chamber wants to increase membership, it is recommended that non-members be offered a listing in the business directory for a reduced price (perhaps free?) for one year on both the website and in print. The following year, if they have seen benefit, the chamber can market membership to those who have not previously been members. The benefit to the community is to let the townspeople and the visitors know which businesses are available.

Observation: The Town of Silt has little information or outdated and sparse information about all aspects of the community.

Recommendation: Create marketing materials for the town of Silt, as a place to live, work and play. If someone is doing research on the Town of Silt as a place to live, open a business or work, or engage in recreational opportunities, there is no one place to get this information. Population, relevant residential and commercial real estate information, community profile, educational opportunities, recreational opportunities, map of the area, medical facilities and whatever other information that a potential resident or business/property owner would need to make an informed decision about investing in the community.

Observation: The community tends to approach things individually and needs to work together to show pride in the community as a whole.

Recommendation: Celebrate successes together! Create a festival or annual picnic for

the whole community annually to celebrate the volunteerism within the community and the accomplishments of goals set forth in the strategic plan. This could be pulled together by the chamber with help from the other organizations. Each organization could present annual awards to outstanding volunteers and outline accomplishments for the past year and goals for the next. The more people become engaged in their communities, the more buy-in everyone has and the more people help to accomplish the visions of the whole.

Observation: Silt residents have their obvious pride in their community, but it doesn't seem visible to the outside world.

Recommendation: Create bumper stickers for anyone wishing to display them and show town pride. In one of the sessions someone told us that an acronym for Silt is Simply Irresistible Little Town. While she may have been joking, the wording makes a terrific branding statement. This could be a matter of "If you can conceive it and believe it, you can achieve it." The Town of Silt, in collaboration with the Chamber, should fund, produce and distribute bumper stickers with the spelled out acronym for Silt. Pride in community can be contagious. If the people who live here believe in Silt and show it, positive things will come out of it. The people of Silt should be Silt's ambassadors to the rest of the world.

FUNDING MECHANISMS

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

- **Vendor Fees:** These are charges applied to concessionaires at events, parades, community gathering places.
- **Business License Fees:** These are fees that can be assessed when a new business comes to town. This will help generate revenues for the community and will help in identifying what businesses are located in town. Many times the fees are paid every year. These dollars could be earmarked for specific business needs, events, marketing, etc. May be increased, lowered, or adjusted to impact the businesses, types of businesses, and revenue generated for the Town by businesses and should be consistent with surrounding jurisdictions. Be careful not to add to the burden of small or start up businesses in a down economy;
- **Heritage Tourism Office/Colorado Tourism Office Grants:** The Silt Chamber should work together with other chambers, the county and regional entities to apply for a Colorado Tourism Office Marketing Matching Grant Program, which provides funding to not-for-profit organizations in the State of Colorado for the purpose of promoting the state or a region as a tourism destination. For more information, visit the website <http://www.colorado.com/ai/MarketingGrantCriteriaFY2009.pdf>
- **Grant opportunities for personnel:** Opportunities exist through South West Youth Corp, AmeriCorps, Universities, or other agencies that provide interns. Utilization of 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.
- **CDOT 3 Planning and Management Region:** Continue the current working relationship with
- **Region 11 AGNC:** Continue the current working relationship to examine opportunities for regional cooperation.
- **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:** These funds could assist the community with public infrastructure improvements, including roads, streetscapes, etc.

BUSINESS DEVELOPMENT

- **Governor's Office of Economic Development and International Trade:** This agency has several programs from economic development assessments to small business development centers. www.colorado.gov Tel: (303) 892-3840
- **EPA Brownfield's Program:** This program provides direct funding for brownfields assessment and cleanup. www.epa.gov/brownfields Tel: (202) 566-2777
- **Governors Energy Office (GEO) and USDA Rural Development (RD) Energy Programs:** Both agencies have new funding programs to retro-fit both public and business HVAC and lighting systems. Silt's businesses could utilize new technology and renewable energy sources to reduce costs. The town could covert streetlights to more energy efficient LED type lights. This is consistent with the recently adopted comprehensive plan. www.colorado.gov/energy Tel: (303) 866-2100, www.rurdev.usda.gov
- **Small Business Administration and Economic Development Administration:** These are two Federal Programs that can assist local businesses in business startup, expansion and relocation. www.sba.gov Tel: (303) 844-2607, www.eda.gov
- **ACCION** is an award-winning nonprofit organization that invests in the community by increasing access to business credit, making loans and providing training to help emerging and existing entrepreneurs. www.accion.org Tel: (617) 625-7080
- **Colorado Lending Source (LCS)** offers small businesses access to attractive, fixed-rate, long-term financing for real estate and equipment expansion projects. The

community-based nonprofit organization promotes the growth of small businesses. **www.coloradolendingsource.org Tel: (970) 947-1400**

- **Colorado Enterprise Fund (CEF)** is a non-profit community development financial institution founded in 1976 to help small businesses. They provide small business loans up to \$150,000 to entrepreneurs who are unable to obtain financing from traditional sources. If you receive a loan from CEF, you will have access to management consulting and business training from experienced staff. **www.coloradoenterprisefund.org Tel: 303-860-0242**

The Colorado Housing and Finance Authority (CHFA) is a state program whose mission is to create affordable housing, business and economic growth opportunities for Colorado residents. CHFA's Quality Investment Capital program provides fixed-rate financing for small business loans guaranteed by the Small Business Association. Loans may be used for working capital, equipment purchases, business expansions and real estate acquisitions. The ACCESS program provides financing for fixed assets with a first mortgage funded as part of an SBA 504 loan package. **www.chfainfo.com Tel: 303.297.chfa (2432)**

Downtown Colorado, Inc.: As a member of Downtown Colorado, Inc., Silt 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 Silt's downtown efforts. Additionally, Silt 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. **www.downtowncoloradoinc.org Tel: 303.282.0625**

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. **www.dola.helpdesk@state.co.us Tel: (303) 866-2156**

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. **www.cliftoncpa.com**

APPENDICES



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Appendix I: Action/Responsibility Matrix

Economic Restructuring

Category	Observation	Recommendation	
Economic Restructuring	There is a perception that the town is not "Business Friendly".	1. Continue with zoning and subdivision ordinances review and revisions and permitting processes that will encourage and entice businesses to locate and expand on properties and buildings in the core downtown area.	
1-3 months	Deliverable	Who	Partner
Receive recommendations from Sonoran Institute to update and revise the zoning ordinance to simplify use, clarity and conflict within the current zoning ordinance. With special considerations and flexibility for the core downtown area.	Sonoran Institute's recommendations received.	Town Planning staff	
3-6 months	Deliverable	Who	Partner
Conduct two meetings to review the Sonoran Institute's recommendations and receive comments and feedback from the community.	Agenda	Town Planning staff provides the citizens' recommended changes to the zoning ordinance brought to the Town's Planning and Zoning Commission for recommended approval by the Town's City Council.	
Economic Restructuring	Observation	Recommendation	
	There is a perception that the town is not "Business Friendly".	2. Include vacant land and building information on the Town's website. As time and resources permit expand site inventory to be more informative with additional zoning information, dimensions, description of surface conditions, description of utilities, parking requirements and extend survey to existing property and buildings.	

Action/Responsibility Matrix

Economic Restructuring

1-3 months	Deliverable	Who	Partner
Research and compile public information pertaining to vacant land and buildings with the Town from the Garfield County Treasurer's and Assessor's office. Organize the information by sub-areas within the Town's boundaries for ease and identification as to location and land uses, i.e. downtown core area, trade/technical center.	Defined boundaries and list of vacant land and buildings.	Town Planning Staff	
3-6 months	Deliverable	Who	Partner
Input all and any public information available from the Garfield County Treasurer and Assessor's Office pertaining to vacant land and buildings within the Town on the Town's website. Provide a link to the Chamber's website.	Updated community information.	Garfield County Treasurer and Assessor's Office	Schedule and conduct regular updates and addition's to the website's inventory.
Category	Observation	Recommendation	
Economic Restructuring	There is a need for information to support small business planning and promote a sustainable balance of business growth.	Identify simple steps to evaluate potential retail capture and leakage such point-of-sale surveys of consumers' zip codes; local household surveys of expenditure patterns and buying-trip patterns.	
1-3 months	Deliverable	Who	Partner
Let households and businesses know that they will be asked about their spending patterns and make them comfortable with what to expect and	Notification made	Chamber	Town



Action/Responsibility Matrix

Economic Restructuring

3-6 months	Deliverable	Who	Partner
Assemble contact list of businesses from town licensing information. Ask businesses what goods and services they utilize and where they buy them; ask households what goods and services they buy and where they shop, to be delivered with utility bills.	Questionnaires delivered and information collected	Chamber	Town
6-12 months	Deliverable	Who	Partner
To inform entrepreneurs on local needs and promote business development, compile a description of local goods & services consumed and where purchased.	Create summary report of Local Buying Patterns and Business Opportunities	Chamber	Town, property owners
12+ months	Deliverable	Who	Partner
Distribute to the community and business resource centers	Ambassadors armed and ready to grow businesses	Chamber	Town, property owners, realtors
Category	Observation	Recommendation	
Economic Restructuring	Downtown has many underutilized buildings and missing teeth.	Create a catalogue of real estate opportunities to make it easy for investors and business tenants to come to Silt and understand the opportunities.	
1-3 months	Deliverable	Who	Partner
Complete a vacant property inventory with sufficient depth to inform potential business tenants and property buyers. Depth would include information related to zoning and comp plan uses.	Spreadsheet summary of vacant properties FOR SALE for public distribution/marketing; complete list of vacant properties for strategic planning	Realtor	Property owners, Town

Action/Responsibility Matrix

Identity and Vision

3-6 months	Deliverable	Who	Partner
Identify targeted incentives to encourage appropriate development, i.e. subsidizing rental rates; streamlining tenant improvement permitting process, waiving building permits fees, waiving use tax on building materials for retro fit, tap fee waivers/fee reductions, etc; Identify qualifying criteria to enable the development of critical mass.	Schedule of development incentives and qualifying criteria	Town	Realtor, Banks, Property Owners
Category	Observation	Recommendation	
Identity & Vision	The community is not completely aware of the actions of the Town leadership and is not taking an active role in the visioning or direction of Silt	4. Promote the Citizen Advisory Committee for citizens to be actively involved in decision making and vision for the town.	
1-3 months	Deliverable	Who	Partner
1. Hold quarterly meetings to reenergize the citizenry 2. Report activities of the meetings to the Town Board	1. Agendas, List of Attendees 2. Minutes of Board meetings	CAC	Town, Chamber, Businesses
3-6 months	Deliverable	Who	Partner
1. Develop objectives and action items. 2. Identify ways to work with other organizations in the community	Work plan for 2010	CAC	
6-12 months	Deliverable	Who	Partner
1. Develop objectives and action items.	Continued improvements to work plan	CAC	



Action/Responsibility Matrix

Identity and Vision

12+ months	Deliverable	Who	Partner
Develop work plan for 2011	An established work plan for 2011		
Category	Observation	Recommendation	
Identity & Vision	Downtown is lacking leadership for downtown.	2. Identify downtown champion.	
1-3 months	Deliverable	Who	Partner
Work through newly re-formed CAC to identify	Individual to act as ambassador for the Town	CAC	Businesses, residents
Category	Observation	Recommendation	
Identity & Vision	There is a lack of citizen leadership in the community.	3. Develop and maintain a high level of community engagement by encouraging citizen leadership and participation in town government and other local organizations.	
1-3 months	Deliverable	Who	Partner
1. Update and publicize the town policy for advertising public meetings, venues for public comment, and public meeting procedures. 2. Provide access to public meeting agendas and information through a variety of sources, including website, radio, and television.	1. Public policy located on town website, in newsletter, etc. 2. Communication plan for public access.	Town Staff	

Action/Responsibility Matrix

Design

Design	Category	Observation	Recommendation	
		The town does not have clear identification of assets within the community.	2. Signage and wayfinding – Clear identification of gateways to the town, directional, and pedestrian signage. Design of signage should reflect identity and vision. Avoid directional signage that looks like street signage e.g. library sign.	
	1-3 months	Deliverable	Who	Partner
	1. At town meeting determine which town amenities will be clarified by new signage. Example Historical Museum Park, Library, Direction of Restaurants	Clear identification of featured town landmarks featured in gateway signage.	Town Administrator, Board of Trustees, Community Development Director, Public Works	Community
	3-6 months	Deliverable	Who	Partner
	1. Several Designs of gateway signage shall be presented at Town Meeting for community to vote on. The town should develop a pedestrian friendly signage plan. Meaning signage is easily seen by someone walking on the street. 2. Choose appropriate placement of gateway signage. The placement should be clearly visible to visitors of the town. Keep them at eye level of someone sitting in a car.	1. Decision on signage plan. 2. Placement Plan	1. Community Development Director and Planning and Zoning Commission, Public Works and Board of Trustees	Sign Expert and Designer
	6-12 months	Deliverable	Who	Partner
	Place signage to positively promote local businesses and community landmarks. The signage should inform visitors at the roundabout where various attractions are.	Clear directional signage.	1. Community Development Director, Town Administrator Public Works and Planning and Zoning Commission	Signage Expert and Designer
	12+ months	Deliverable	Who	Partner
	Conduct a Town Meeting to survey the success of current signage. Is there any improvements that should be made in addition to current signage.	Resolve any additional adjustments that need to be made.	1. Community Development Director, Town Administrator Public Works and Planning and Zoning Commission	Signage Expert and Designer



Action/Responsibility Matrix

Design continued

Category	Observation	Recommendation	
Design	The town does not have clear identification of assets within the community.	3. Clearly designated parking – Identify location for large vehicle public parking.	
1-3 months	Deliverable List of viable or existing locations that can be deemed public parking	Who Community Development Director, Public Works, Planning and Development	Partner Town Administrator
3-6 months	Deliverable 1. Set location based upon ability to provide adequate parking for regular and commercial sized vehicles.	Who 1. Community Development Director, Planning and Zoning Commission, Public Works and Town Administrator	Partner Paving Contractor if needed
6-12 months	Deliverable 1. Ability to discuss planning of parking lot with Paving Contractor. 2. Develop list of funding options to determine best options.	Who 1. Community Development Director, Town Administrator Public Works and Planning and Zoning Commission	Partner Paving Contractor
12+ months	Deliverable Determine funding options to complete parking lot	Who 1. Community Development Director, Town Administrator Public Works and Planning and Zoning Commission	Partner Paving Contractor

Action/Responsibility Matrix

Design continued

Category	Observation	Recommendation	
Design	The town does not have clear identification of assets within the community.	Highlight bike opportunities and paths with signage and bike racks.	
1-3 months	Deliverable 1. List spaces where a bike rack would be used and appropriate. 2. Find existing paths that are not clearly marked. Look to add improved signage.	Who Community Development Director, Public Works, Planning and Development	Partner Signage Expert and Designer
3-6 months	Deliverable 1. Find the most competitive manufacturer. 2. Choose sign location and manufacturer. 3. Decide where funds to support biking community will come from	Who Community Development Director, Public Works, Planning and Development	Partner Sign Expert and Designer, bike rack manufacturer
6-12 months	Deliverable Supporting biking community. Encouraging sustainable practices	Who 1. Community Development Director, Town Administrator Public Works and Planning and Zoning Commission	Partner Installers
12+ months	Deliverable Continued Support of Sustainable practices and wayfinding.	Who 1. Community Development Director, Public Works and Planning and Zoning Commission	Partner Town Administrator
	1. Continue to seek opportunities to support biking community and sustainable practices. 2. Make sure new and existing bike paths are clearly marked and easy to navigate.		

Action/Responsibility Matrix

Design continued

Category	Observation	Recommendation	
Design	The town does not have clear identification of assets within the community.	4. Encourage a multi-modal downtown. Make more prominent cross walks with blinking lights.	
1-3 months	Deliverable	Who	Partner
1. Contact and coordinate with CDOT to obtain cross walk indication signs that contain blinking lights and paint lines to clearly identify crosswalks.	1. Contact with CDOT	Public Works Director	Town Administrator
3-6 months	Deliverable	Who	Partner
Determine a time line for completion of paint lines identifying cross walks. Also discuss location of pedestrian signage with CDOT.	Meet with CDOT.	Public Works Director	Town Administrator
6-12 months	Deliverable	Who	Partner
1. Paint lines indentifying cross walk to be completed during this time frame. 2. Further discussion of prominent cross walk signage.	1. Clearly defined crosswalk paths marked by paint to ensure pedestrian safety. 2. Installation time estimate for cross walk signage.	CDOT	Public Works Director
12+ months	Deliverable	Who	Partner
1. Maintain paint lines for cross walk. 2. Continue communicating with C-Dot to obtain new pedestrian signage.	1. Proper upkeep of pedestrian walk ways. 2. Maintain communication with C-Dot to ensure installation of pedestrian signage.	1. C-Dot 2. Public Works Director and Town Administrator.	Chamber to continue encouragement of town's communication with C-Dot.

Action/Responsibility Matrix

Design continued

Category	Observation	Recommendation	
Design	Downtown has missed opportunities to feature the valued architectural details downtown	5. Utilize façade and signage renderings from CCCD to encourage improvements.	
1-3 months	Deliverable	Who	Partner
1. Set up meeting with a Colorado Center for Community Development (CCCD) representative. 2. Organize meetings between a CCCD representative and business owners to discuss needs and goals of façade and signage improvements.	1. Contact with CCCD 2. Interviews and conversations determined needs and wants of business owners for façade and signage improvements.	1. Community Development Director 2. Community Development Director, Town Administrator and Business Owners	CCCD
3-6 months	Deliverable	Who	Partner
1. Preliminary Designs are presented 2. Business owners review design options	1. Renderings and material suggestions are given to business owners and Town. 2. Revisions to preliminary designs will be suggested to CCCD.	1. CCCD 2. Business Owners	Town Administrator and Community Development Director and Board of Trustees
6-12 months	Deliverable	Who	Partner
1. Final Designs with proposed cost estimate is presented at Town Meeting.	Community awareness and excitement about façade improvements. Options are provided for business owners to move forward with.	CCCD, Business Owners	Town Administrator and Community Development Director, Contractor
12+ months	Deliverable	Who	Partner
1. Seek to utilize revolving loan funds to contribute to façade improvements in downtown.	Plan of action to determine funding	Town Administrator and Community Development Director,	Public Works and Planning and Zoning Commission



Action/Responsibility Matrix

Design continued

Category	Observation	Recommendation	
Design	Beautification techniques are desired to make downtown more attractive.	6. Analyze viability of indigenous native plants that require limited maintenance and sustainability for increased public amenities throughout town including trees and planters.	
1-3 months	Deliverable	Who	Partner
1. Contact Extension office to research the native plants of the area. 2. Contact Arborist to determine positives and negatives of maintain trees downtown.	Plan of action that will determine recommended plantings	Public Works and Board of Trustees	Extension Office
3-6 months	Deliverable	Who	Partner
1. Extension office presents findings of native plant. 2. Arborist recommends if trees can and should be planted along downtown streets or if there should be a designated pocket park/courtyard to house the trees. 3. Town determines where foliage will be featured in downtown.	1. Native plants that are easy to maintain and are attractive are chosen to be included in landscape design. 2. It is decided if trees will be planted along streets or in a pocket park.	Public Works Director, Town Administrator, Board of Trustees	1. Extension office 2. Arborist
6-12 months	Deliverable	Who	Partner
Landscape Specialist will be contacted to design downtown landscape plan for Silt	Landscape design options.	Public Works Director, Board of Trustees, and Community Development Director	Landscape Architect
12+ months	Deliverable	Who	Partner
1. Seek to utilize revolving loan funds to contribute to beautification process. 2. Include Seniors, Historic Preservation, local volunteers and Garden Club to plant and maintain landscaping downtown.	1. Create funding for Beautification process. 2. Involve community members in the landscaping project creating pride.	Public Works Director, Board of Trustees, and Community Development Director	Community Members

Action/Responsibility Matrix

Design continued

Category	Observation	Recommendation	
Design	The town has a multitude of assets and needs an organized way to inform area residents and visitors	Create an information kiosk to provide current information and recommendations regarding activities.	
1-3 months	Deliverable	Who	Partner
Create an inventory of historical, recreational, and cultural opportunities within Silt and in the area.	Long comprehensive list of community assets	Parks Director	Chamber, Historical Society, student body, business community, religious community, library, urban garden clubs, community
3-6 months	Deliverable	Who	Partner
Format into a generic “portfolio,” which includes a very brief description of the asset and a map location for inclusion on marketing outlets, i.e.- web sites, pamphlets, media directories. The portfolio becomes the master source of information that	Electronic and print files for distribution in marketing format	Town, Chamber	Community partners
6-12 months	Deliverable	Who	Partner
Identify a location for an information Kiosk/Info Center considering visibility to interested parties, access and parking, and someplace that gives a visitor a sense of being in town; Identify information to be included on kiosk and in what form, i.e.-a map and listings and take away information; and identify simple services that could be maintained such as a trash can and doggy scoop bags. Evaluate funding sources to pay for kiosk and ongoing maintenance.	Location selected and preliminary specs identified	Town, Chamber	Site Owner
12+ months	Deliverable	Who	Partner
Install kiosk/information center	Functioning Info Center	Town	Chamber



Action/Responsibility Matrix

Design continued & Organization

6-12 months	Deliverable	Who	Partner
Invite all vacant property owners to discuss: Identify public-private partnering opportunities determine willingness to assemble joint ventures between investors, i.e.- contribute land as an equity investment; identify technical assistance and funding partners to conduct activities; identify willingness of different property owners and town to work together, i.e.. announce a joint development RFP; Develop high quality marketing fact sheets for individual sites in qualifying areas and distribute/	A strategic plan for Infill Development	Town, Property Owners	Realtor, Chamber
12+ months	Deliverable	Who	Partner
Create a model vision (conduct upfront site due diligence, incorporate market analysis, create model reuse scenarios), issue development RFPs, market to	Issue a development prospectus to entice infill development in a strategic manner	Property Owners	Town, Non Governmen- tal Organizations (CBF, Sanoran),
Category	Observation	Recommendation	
Organization	The town does not appear to have a firm commitment or direction to guide staff in	1. The Town Board must set the tone and policy for interactive, directed growth, and business support and empower staff to implement.	
1-3 months	Deliverable	Who	Partner
1. Town board should hold a discussion to determine a statement of intent for interacting with potential and current property and business owners and direct staff to develop clear written explanation of procedures and timeframes necessary to start a business, alter a building, post a sign, etc. 2. Staff should work with a community/business liaison to develop clear concise guidelines as the cover page to a business	1. Minutes from Board of Trust- ees provides clear direction to Town Administration. 2. Clearly written guidelines and business development packet exist and are made public.	1. Board of Trustees 2. Town Staff	Business community representatives and Chamber.

Action/Responsibility Matrix

Organization

3-6 months	Deliverable	Who	Partner
1. Hold training for all town staff and trustees to understand this process. 2. Instruct all staff that interact with the public to use this packet and review the first page with all potential business owners that request information for business development.	1. Agenda and presentation from training for staff and volunteers. 2. Town Staff creates a list of inquiries about business development for follow up.	Town Staff	Small Business Development Center
6-12 months	Deliverable	Who	Partner
Engage business leaders and town to participate in semi-annual discussions for potential and current business to discuss obstacles and issues to growth	Schedule and minutes from training and roundtable meetings.	Chamber	Town, Business Community
12+ months	Deliverable	Who	Partner
Continue regular meetings as previously described.	Schedule and minutes from training and roundtable meetings.	Chamber	Town, Business Community
Category	Observation	Recommendation	
Organization	Lodging tax revenues should be used to support activities needed to help Silt ‘better the environ’.	2. Clarify how lodging tax funds will be used to support communications, marketing, and downtown improvements.	
1-3 months	Deliverable	Who	Partner
1. Town Board should generally define communications, marketing and downtown improvements that would be supported through these funds. 2. Update the Town’s website and plan for regular monthly updates.	Explanation of how funds will be used is provided to all organizations doing events, improvements, and business support.	Town Staff	Chamber, Historic Society

Action/Responsibility Matrix

Organization continued

3-6 months	Deliverable	Who	Partner
Consider using some funds to support development and printing of Silt collateral materials (electronic and hard copy) to be placed in regional	Increased collateral materials for Silt.	Town	Chamber
6-12 months	Deliverable	Who	Partner
Develop procedure for non-profit or businesses to apply for lodging tax funds to support eligible activities that include a matching component. Ensure that all proposals include maintenance and sustain-	Guidelines posted on the website and distributed to community.	Town Board and Staff	Chamber, business community
12+ months	Deliverable	Who	Partner
Continue to look for ways to outsource activities and leverage lodging tax funds.	Funding options	Town Board and Staff	Chamber, business community
Category	Observation	Recommendation	
Organization	There does not appear to be a clear two way communication process between the town and citizens.	3. Develop regular and timely communication processes between town, businesses, organizations, and entities within town. Regular informal meetings with business and town. Annual State of the Town. Dedicate some resources to an up-to-date website.	
1-3 months	Deliverable	Who	Partner
1. Begin planning for “coffee and conversation” informal meetings between Town Administration and anyone who wants to meet for coffee one morning a month. 2. Ensure that announcements sent in quarterly newsletter and utility bills are timely and relevant. 3. Attend meeting of Citizen Advisory Committee (CAC)	1. Date of meeting announced through utility bill, quarterly news, and other distribution systems. 2. More timely news is distributed through Town distribution systems. 3. Town Board Agenda includes CAC report.	1. Town Administrator 2. Town Staff 3. Town Board	1. Chamber, Historic Society 2. 3. Citizen Advisory Committee

Action/Responsibility Matrix

Organization continued

3-6 months	Deliverable	Who	Partner
1. Post Citizen Advisory Committee updates on website and in public places	Regular CAC updates are available online and in public venues	Citizen Advisory Committee	Town
Category	Observation	Recommendation	
Organization	There are untapped resources for volunteers and leadership programs to highlight Silt.	4. Connect with school and senior center to develop volunteer program. Have the historical society work with seniors and high school students to do an oral history and	
1-3 months	Deliverable	Who	Partner
1. Plan a meeting with the School administration and non-profit leadership to discuss guidelines for leadership/internship positions for students. 2. Develop guidelines for volunteers and interns to contribute to programmatic development for Silt non-profits. 3. Hold a competition at the school to design the Silt History Art Project and display the entries in downtown buildings. Have the community vote for the winner.	1. Objectives for school/seniors/town/non-profit internship program are developed. 2. Guidelines are distributed to potential volunteers. 3. Students projects are displayed in empty storefronts downtown.	1. Town Staff 2. Non-profit groups 3. School Administration	1.2.3. School, Historical Society, Chamber, and downtown property owners
3-6 months	Deliverable	Who	Partner
Identify a team of volunteers to develop a program researching and reporting on Silt's history (employment, famous families or personalities, "Memoirs")	Materials exist highlighting Silt's history.	Historic Society	Students and Seniors
6-12 months	Deliverable	Who	Partner
Continue with this program and plan next event	Community event	School, Historical Society, Chamber, and downtown property owners	Town



Action/Responsibility Matrix

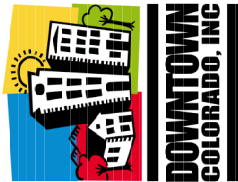
Organization continued and Promotion

Category	Observation	Recommendation	
Organization	There are partnerships and collaboration that are not being utilized.	5. Promote yourselves and the Bureau of Land Management through signage and information at their new building.	
1-3 months	Deliverable	Who	Partner
1. Determine the opportunities to highlight activities at the BLM. 2. Consider possibilities to better announce the presence of the BLM office	1. Materials available at BLM office 2. More prominent sign and notice of BLM Office.	Bureau Land Management	Town
Category	Observation	Recommendation	
Promotion	Organizations are productive but not appear to work with other groups on coordination.	Conduct a strategic event planning looking at event objectives and schedule for all community-wide activities within the Silt immediate area.	
1-3 months	Deliverable	Who	Partner
1. Call together all organizations in Silt that are doing events to create a complete calendar of events involving the entire community 2. Determine the objectives of the community for having events (i.e. community building, fundraising, education). 3. Create a strategic event matrix to determine events and what objectives they fulfill.	1. Calendar of events for Silt 2. Strategic planning matrix	1. Chamber	1. All organizations creating community events
Category	Observation	Recommendation	
Promotion	Organizations are not tapped in to or coordinated with the events of other communities, (i.e.; Rifle, New Castle, Glenwood, etc).	Research and compile calendar of regional events from surrounding communities and businesses for complete regional calendar of events to use when creating or incorporating Silt events into a regional effort.	

Action/Responsibility Matrix

Promotion continued

1-6 months	Deliverable	Who	Partner
1. Create an integrated calendar using the events from surrounding communities to determine the best timing for new events within the community.	1. Regional calendar of events (has this been done elsewhere?)	Chamber	Library, School Historic Society
6-12 months	Deliverable	Who	Partner
1. Create a comprehensive list of media contacts within the region (newspapers, TV stations, radio stations, websites, regional calendars) for free public service announcements of events and promotion	1. Complete list of media contacts.	Chamber	Town Media
Category	Observation	Recommendation	
Promotion	There are opportunities to better delineate resources.	3. Get CDOT signs for historic downtown, historic site, etc. both on interstate and Hwy 6	
1-3 months	Deliverable	Who	Partner
1. Determine what types of generic signage from CDOT would be appropriate and available (i.e.: business district, historic district, services,) - not the ones that specific businesses pay for	Have proper highway signage	1. Public Works	CDOT
Category	Observation	Recommendation	
Promotion	Historic Park is defining entity in the community which could be a unique draw for visitors and locals	4. Develop a marketing plan for the Historic Park	



Action/Responsibility Matrix

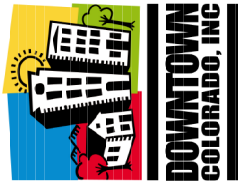
Promotion continued

1-3 months	Deliverable	Who	Partner
1. Develop website highlighting mission, history of park, buildings, hours, organization, fees, etc.	1. Website	1. Historic Park	Volunteers
3-6 months	Deliverable	Who	Partner
1. Market to surrounding areas using media list created by Chamber	1. Press releases	1. Historic Park media person (assign one)	1. Volunteers
Category	Observation	Recommendation	
Promotion	The Blue Heron and Eagle populations in the Silt area are a unique draw for birders and should be developed as a draw for visitors.	5. Create a plan to showcase the herons and eagles along the river.	
1. Research the viability of creating a marketable bird watching program. Contact the Audubon Society	1. Information sheet on migratory patterns, viewing areas, etc	1. Parks person	1. Audubon Society in the area or within Colorado
12+ months	Deliverable	Who	Partner
1. Create a festival around the return of the herons in the spring if the events matrix warrants with timing of other events. 2. Create a wildlife/birding area along the river to encourage spectators to linger and view the birds	1. Festival	1. Chamber	1. Birdwatchers in the area.
Category	Observation	Recommendation	
Promotion	Silt has a rich heritage of agriculture, recreation, and history that can be shared outside of the community.	6. Join the efforts of Garfield County in the creation of a Cultural Heritage Tourism program showcasing Historic Park, the Blue Herons and Eagles, and other elements that let visitors know about what makes Silt such a special place.	

Action/Responsibility Matrix

Promotion continued

1-3 months	Deliverable	Who	Partner
1. Determine a champion for Cultural Heritage Tourism in Silt. 2. Make a list of sites and activities in the Silt Area that would showcase the attributes, culture and heritage of the Silt area that would be of interest to people outside the community.	1. Leadership 2. Promotional material to feature Silt's attributes	Historic Society	Town
Promotion	Observation	Recommendation	
	A complete directory of all businesses in Silt using the town's registry of business licenses.	Chamber should do one year free business directory listing on website and print directory for ALL organizations, businesses, recreational activities, and venues are listed on the Chamber website.	
1-3 months	Deliverable	Who	Partner
Anticipating growing membership through the success of this directory,	Updated business directory information.	Chamber	Businesses
Promotion	Observation	Recommendation	
	Marketing materials for the town of Silt, as a place to live, work and play.	Create collateral material for the town, vision, services, businesses, events, and activities for promotion by all!	
12+ months	Deliverable	Who	Partner
Compile all information anyone would need to know about Silt (history, economic base, housing prices, surrounding areas, activities, organizations, etc) to market all aspects of the community to the outside world.	Community marketing brochure, replicated on the town website, to entice new residents, new businesses, visitors.	Chamber	Residences, Businesses, Historical Society, and Library



Action/Responsibility Matrix

Promotion continued

Category	Observation	Recommendation	
Promotion	The town longs for cohesive leadership to take charge in showcasing and marketing what is available.	Celebrate successes!	
1. Create a community-wide volunteer recognition program to celebrate progress on goals.	1, Community dinner and/or awards ceremony	1. Chamber	1. Chamber, Historic Park, Town of Silt, Li-



Appendix II: Silt Sample Stakeholder Analysis

Identify Potential Volunteers by Stakeholder Groups

Steps:

- 1. List desired Downtown participants across the top of the matrix.
- 2. List potential individuals or organizations to recruit to fill those participant needs in the left-hand column.
- 3. Recruit accordingly!

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

Identify Potential Volunteers by Desired Skills

Steps:

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

[illegible]

Potential Project Partners

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

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Volunteer Source
(Individual or organization)

[illegible]



Appendix III: Silt Sample Strategic Event Planning Matrix

Sample Strategic Event Planning Matrix

objective▶ event▼	Historic Accent	Kids	Downtown	Retail Comp.	Fundraisng	Restaurant	Music	Food
Hey Day		X	X				X	X
Chitaqua	X	X	X		X		X	X
Silt on Sale								
Pig Roast			X				X	X
Easter Egg Hunt		X	X				X	
Farmers' Market			X	X			X	
Movie/ Concert nights	X	X	X	X	X	X	X	

Primary Demographic Groups

1. Local _____
2. Surrounding Area _____
3. Regional _____
4. Larger area _____



Appendix IV: Getting Organized

Colorado allows downtowns to use several types of public entities to help them get organized, finance improvements and services, and help businesses. The CRP Team suggests that your community investigate and seriously consider the creation of a downtown development authority (“DDA”) and/or a business improvement district (“BID”).

If selected, a DDA would be created by a city ordinance after the approval of eligible downtown voters in an election. The DDA would have the power to create and implement a “plan of development” that could include plans for physical improvements to the downtown environment and plans for economic improvements such as marketing and educational promotions. If approved by the voters in a TABOR election, the DDA’s funding could come from a property tax of up to 5 mills and tax increment financing from growth in the existing sales tax and/or property tax that is already collected in downtown. The DDA Board of Directors would be appointed by the City. Some examples of DDAs exist in downtown Ft. Collins, Greeley, Longmont and Colorado Springs.

If selected, a BID would be started by a petition signed by the owners of taxable commercial property representing over 50% of the assessed value and 50% of the acreage in downtown. The BID would be created after a public hearing and adoption of a City ordinance. After approval by the BID’s voters in a TABOR election, the BID could be empowered to collect property taxes and/or special assessments in the amounts that were approved in the election. The BID would have the power to furnish any public improvement and provide marketing, security services, and a wide range of other business-related services as outlined in an operating plan and budget that would be proposed each year by the BID’s Board of Directors and approved by City Council. Depending on your community’s preference, the BID’s Board of Directors can either be elected by the eligible voters in the BID or appointed by City Council. BIDs exist in downtown Denver, Boulder, Colorado Springs, Black Hawk, and about 30 other locations in Colorado.

As was emphasized at the conclusion of the CRP Team presentation, “getting organized” is the single most important next step in implementing a downtown plan to improve the competitive position of your downtown. The issues in your downtown are bigger than a single business can handle, but there is strength in numbers and strength in working together. A DDA or a BID can give a method to get organized, structure activities, and give downtown the same advantage of common management that is enjoyed by single-owner shopping centers and large discount retailers.

If your community finds that there is interest in putting together some informational meetings to review these options, please contact Downtown Colorado, Inc. to assist you with this process.

Appendix V: CO Financing Districts

COLORADO SPECIAL FINANCING DISTRICTS					
Prepared by Progressive Urban Management Associates (www.pumaworldhq.com) and Stifel, Nicolaus & Co, Inc. (mattoxv@stifel.com)					
September, 2006					
	Business Improvement District (BID)	Downtown Development Authority (DDA)	Urban Renewal Authority (URA)	General Improvement District (GID)	Special Improvement District (SID)
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.	Quasi-municipal corporation which is subdivision of the state. Can provide a wide range of services.	An assessment district is not a subdivision of the state, nor is it separate from the municipality.
Focus	Management, Marketing, Advocacy, Economic Development. (Can issue bonds for capital improvements.)	Real Estate Development, Infrastructure, Operations.	Real Estate Development, Rehab Financing, Infrastructure.	Capital Improvements, Public Facilities, Maintenance	Capital Improvements, Infrastructure.
Formation Steps	Approval by petition of property owners representing 50% of acreage and 50% of value of proposed district; Council ordinance; TABOR election.	City ordinance subject to vote by affected property owners. TABOR election.	Finding of blight; Petition by 25 electors; Council resolution.	At least 200 or 30 per cent of the proposed district must sign petitions. If all taxable property owners in the district sign a petition, public hearing can be waived.	Need petitions from property owners who will bear at least 50% of the cost of the improvement; Ordinance forms district.
Assessment Method	Assessment or mil levy on commercial property.	TIF on property and/or sales and 5 mil property tax for operations.	TIF on property and/or sales tax.	Property tax and income from improvements.	Assessments on Property
Pros/Cons	Very flexible entity that can finance improvements and provide services. Can issue bonds.	Ability to finance improvements and provide services; can generate mil levy and TIF increment.	Can generate sales and/or tax increment to finance future development.	Only those in the district can authorize and pay for improvements.	Equitable: only those who benefit pay.
		Needs approval from other county entities to collect increment.	Increment needs approval from county entities; can be controversial.	Requires Petition and Election.	Difficult to form - requires election. City constructs improvements.
Governance	Minimum 5-member board appointed by the Mayor or governing body; Can also be elected.	5-11 member board appointed by City Council.	5 to 11 member commission appointed by City Council.	Governing body is ex-officio board.	City Council
Condemn property?	No	No	Yes	Yes	No
Operate facilities?	Yes	Yes	Yes	Yes	No
Levy property tax with voter approval?	Yes	5 mil property tax for operations	No, but can use TIF	Yes	No
Levy sales tax with voter approval?	No but may create SID w/in BID	No, but can use TIF	No, but can use TIF	No	No
Assess costs?	Yes	Yes	No	Yes	Yes
Issue GO bonds with voter approval?	Yes	Bonds secured by property tax	Yes	Yes	No
Issue revenue bonds?	Yes	Increment can be issued by municipality	Yes	Yes	Yes
Issue special assessment bonds?	Yes	No	No	Yes	Yes
Colorado Revised Statute Cite	31-25-1201, et seq. CRS	31-25-801 et seq C.R.S.	31-25-101 et seq C.R.S.	31-25-601 et seq C.R.S.	31-25-501 et seq C.R.S.



Appendix VI: Silt CRP Agenda

AGENDA FOR CRP TEAM VISIT February 8 & 9, 2010

Date/Time	Agenda	Attending	Location
Feb. 8			
7:00 AM	Orientation/Presentation Breakfast with Staff, Trustees and Planning & Zoning Commissioners	Town Administrator, Team, Community Development Director, Trustees& P&Z Commissioners	Holiday Inn Express 1535 River Frontage Road Conference Room
	Focus Group Meeting 1 (45 min)	Town Staff/Trustees; P&Z Commissioners	Holiday Inn Express- 1535 River Frontage Road Conference Room
9:00 AM	Tour	Town Staff-CRP team	Town
11:00 AM	Focus Group Meeting 2 (45 min)	Service Providers: Library, Fire District, School District, Historic Society, Silt Medical (Chansky)	Holiday Inn Express – 1535 River Frontage Road Conference Room
12:00	Lunch	Team Members	Steffi's
2:00PM	Focus Group Meeting 3 (45 min)	Business Community, Youth, Senior and Non- profit Groups	Holiday Inn Express – 1535 River Frontage Road Conference Room
5:30- 7:00 PM	Focus Group Meeting 4 (45 min)	(after work hours) Anyone from above that cannot attend day meeting and Residents, community members at large, local artists	Holiday Inn Express – 1535 River Frontage Road Conference Room
6:00 PM	Staff leaves for Board meeting at Town Hall		
7:00 PM	Team de-brief/ Draft Recommendations		Holiday Inn Express – 1535 River Frontage Road Conference Room
	Dinner	Team	Team Choice
Feb. 9			
8:00 AM	Working Breakfast – Recap issues and recommendations	Team members	Holiday Inn Express
9:00 AM	Team brainstorms recommendations, Follow-up interviews	Team members	Town Hall 231 N. 7 th Street Board Chambers
10:00 AM	Team members develop presentation/Powerpoint & final report		Town Hall 231 N. 7 th Street Board Chambers
12 Noon	Working Lunch Delivered Pizza Pro or Red Brick	Team Members	Town Hall Board Chambers
2:15 PM	Team Members compile PowerPoint presentations send to Team Leader		Town Hall Board Chambers
3:45 PM	Meet with client to review	Town Administrator & Community Development Director	Town Hall Board Chambers
5:00 PM	Reception/Presentation	Invite ALL participants and town staff	Town Hall 231 N. 7 th Street Board Chambers



Appendix VII: Resources

RESOURCES

(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)

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, etc.); Gunnison (arts center, retail mix, Main Street as highway, etc.), Montrose (special events, bookstores, restaurants, 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.)



Appendix VIII: CRP Team Member Bios

Tracy Barnett

Tracy Barnett has been the program manager for MainStreet Steamboat Springs (Colorado) since its inception in 2004. Following 20 years as a restaurant owner and manager in Steamboat Springs, the change to managing a totally volunteer organization dedicated to preserving, promoting and enhancing the downtown business district of a bustling resort community is right up her alley.

Tracy received her BA in Psychology from Hamline University in St Paul, Minnesota, and her BS in Recreation Administration from California State University at Hayward. Both degrees have served her well in her chosen careers.

Becky Clark

Ms. Clark's previous work experiences have included municipal planning and administration with Bellevue, Nebraska; and Sioux City, Council Bluff and Newton, Iowa. She received a Bachelor's degree in political science from Northern Illinois University and a Masters of Public Administration from the University of Nebraska at Omaha.

Katherine Correll

Executive Director – Downtown Colorado, Inc.

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

Christy Culp

Community Development Specialist – Department of Local Affairs (DOLA)

has worked for the Department of Local Affairs since May 2006. She works as the liaison between the Department and various organizations in the state, including DCI, CRDC, OEDIT, and CRHC. Christy helps facilitate economic development sessions and rural out reach programs and works to develop collaborative partnerships with elected officials, residents, businesses, institutions, and organizations. Christy works with communities, monitoring conservation trust fund compliance reports, community service block grant applications, and assisting local governments and community members in identifying and accessing technical and financial resources at the local, state, and federal level. Christy received her



CRP Team Member Bios continued

Master's from the University of Colorado at Denver in Political Science with an Emphasis in Politics and Public Policy. Her final project focused on planning for small communities and was a finalist in the Colorado City and County Manager's Association's Best Master's Project competition. Prior to taking a job at DOLA, Christy was an intern in Town of Poncha Springs through the University of Colorado at Denver's Best and Brightest Program.

Jesse D. Silverstein

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

Mr. Silverstein holds a Bachelor's Degree in Economics from the University of Delaware, a Master's Degree in Economics from the University of Colorado at Boulder, and has an MAI professional designation in commercial real estate analysis from the Appraisal Institute

Greg Winkler

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

He holds a BA in Economics from Belmont Abbey College, Belmont, North Carolina.

Genevieve Zeman

Preservation Architect - Genevieve Zeman graduated with a Bachelor of Science in Interior Design from Colorado State University in May of 2009. She been an active member of the American Society of Interior Designers and served as a board member for 3 years. She has also recently been an active volunteer for DCI. She is very passionate about sustainable design practices and obtained LEED Accreditation in June of last year.

Genevieve was a interior design intern at Department of Local Affairs for two years helping local governments set goals, make decisions, and create conceptual designs to meet the needs and vision of the local communities. My most recent project was creating conceptual facade designs for Lamar, CO. In order to create a cohesive downtown atmosphere, I suggested reviving the historic buildings they already had, while adding architectural details to the facades that lacked them. I hope to continue to work in commercial design assisting the wonderful communities throughout Colorado.