



# Downtown Colorado, Inc.



## Craig Downtown Assessment March 18-19, 2013

# Downtown Colorado, Inc.

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

## Membership

Advocacy & Information  
Current Events  
Legislation  
Referrals  
Research  
Job Announcements

## Education

20 Events:  
Annual Conference  
Issue Forums  
Downtown Institute

## Tech Assistance

Downtown  
Assessments,  
Facilitated & Panel  
Discussions,  
Community Activation,  
and more

Craig



**DOWNTOWN  
COLORADO, INC**

# Why Downtown?



Craig



# Team Members

Kristen Ashbeck, City of Grand Junction

Troy Bernberg, Stifel Nicolaus

Laurie Findley, Granby Area Chamber of Commerce

Mike Hussey, Nolte Vertical Five

Chad Reischl, C.A Reischl Planning Services

Scott Shine, Montrose DDA

Stephanie Troller, Colorado Department of Local Affairs

Isabel Waldman, Downtown Colorado, Inc.

Genevieve Zeman, Downtown Colorado, Inc.

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# Thank you participants!

- AARP, Craig Chapter
- American Council of the Blind
- City of Craig
- City of Craig Police
- Colorado Department of Transportation
- Colorado Northwestern Community College
- Community Budget Center
- Cook Chevrolet
- Craig Chamber of Commerce
- Craig City Council
- Craig Daily Press
- Craig Farmers Market
- Craig Residents
- Downtown Business Association
- Economic Development Partnership
- Favorite Things
- First National Bank of the Rockies
- Honey Rock Dogs
- MCHSV
- Moffat County

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# Thank you participants!

- Moffat County Tourism
- Museum of Northwest Colorado
- Pam Designs
- Sacks
- Shell Oil
- The Kitchen Shop
- Yampa Valley Data Partners

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***Let your intentions inform  
your actions and not the  
reverse.***

**Craig**



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**Financing**

**Volunteers**

**Partners**

**MANAGEMENT**

**Marketing**

**Events**

**Collateral Material**

**MARKETING**

**Retention & Attraction**

**Streamlined Processes**

**Market Analysis**

**ECONOMIC  
DEVELOPMENT**

**Street Scape & Signage**

**Planning & Zoning**

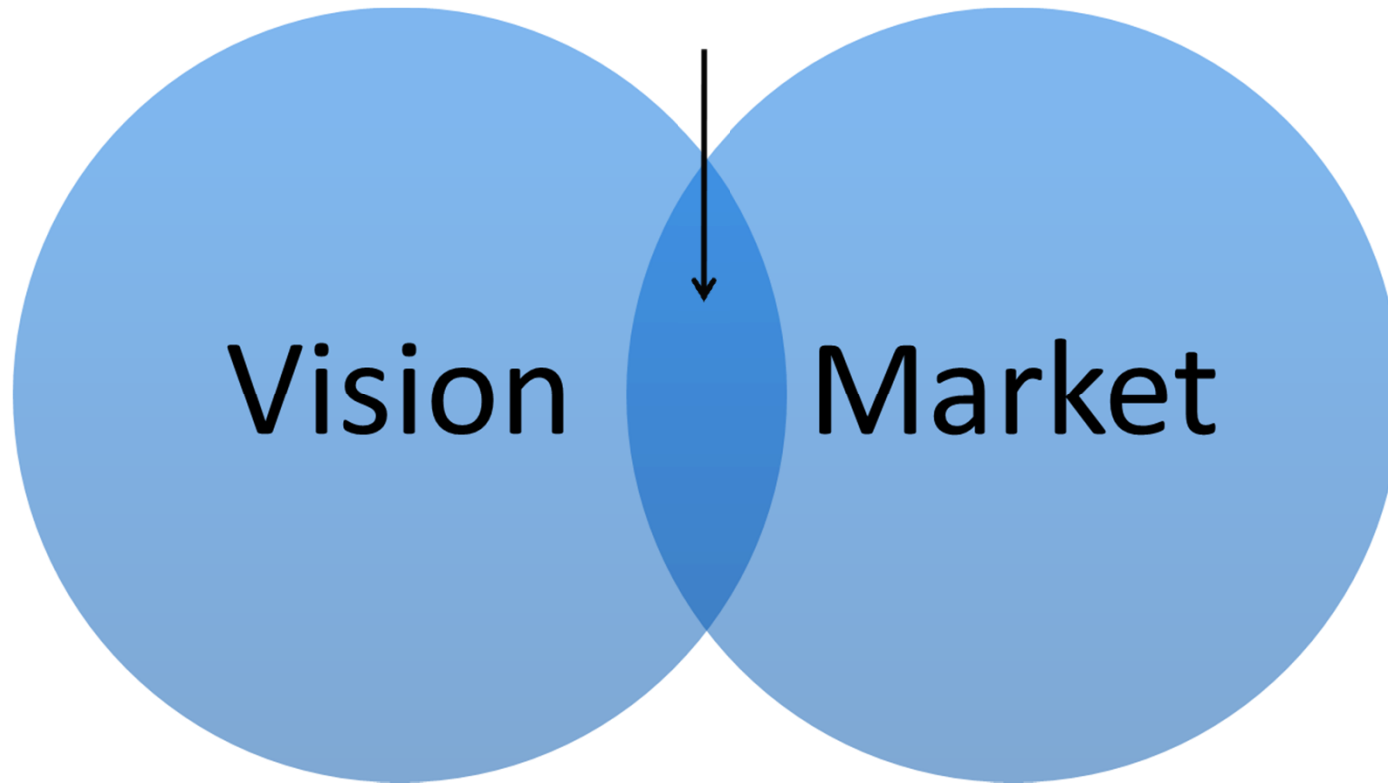
**Historic Preservation**

**DESIGN**

**Community Engagement**

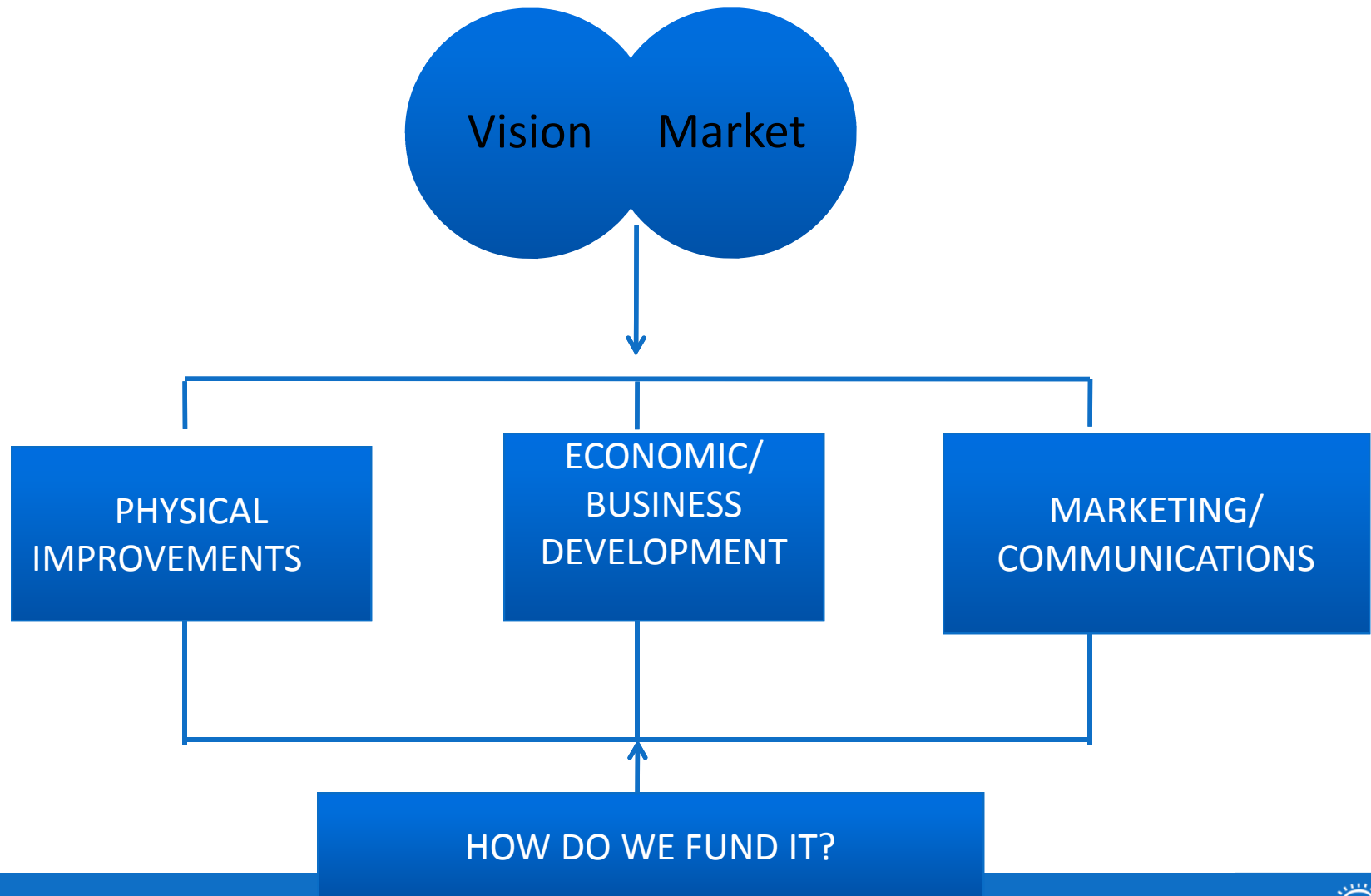
# Getting Direction

This is our opportunity area!



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# Focus Group Observations

- Increase foot traffic in the downtown
- Everyone loves Craig's small town feel and outdoor opportunities
- Craig is unique
- Everyone would like to see a vibrant downtown core
- There is a desire for increased cultural heritage tourism
- Word of mouth is the main source of communication
- There is a need for marketing outside of Craig
- Everyone would like a larger mix of businesses in downtown that cater to all demographics
- There is a lack of youth engagement

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Resource Management  
Collaboration  
Volunteer Recruiting &  
Management  
Fundraising



Organization

**Observation:** The various groups in town are not communicating regularly and engaged with others.

**Recommendations:**

- Develop clear contacts and regularly scheduled opportunities to gather and be a part of the community.
- Define roles & responsibilities of stakeholder groups. Convene stakeholders to hold regular meetings
- Utilize the Chamber, Downtown Business Association, Tourism Association, Craig Moffat EDP group to facilitate dialogue around economic vitality.



**Craig**



**Observation:** There are some informal efforts to understand business hours of operation and the products and services that exist.

**Recommendations:**

- Create Familiarity Tours, have each businesses visit other businesses and train seasonal employees on what's in Craig.
- Make sure that each business knows how to promote other businesses and services.
- Consider how to develop an Open for Business Attitude in downtown.
- Have one night a month that all businesses and non-profits are open and have specials for locals.



**Craig**



**Observation:** Traditional chamber membership models may not highlight your community to its full potential. The more the better!

**Recommendations:**

- All businesses should be represented through the Chamber because it helps everyone!
- Chamber should consider an investor model: All businesses should be represented with some type of extra benefit for Chamber members.



Craig





**Observation:** EDP, Chamber, Tourism Association, Downtown Business Association and City have distinct roles, but could work more closely together to improve effectiveness and communications.

**Recommendations:**

- Hold meetings twice a month attended by executive directors, administrators and Board chairs
- Determine how resources may be allocated for joint efforts (i.e. events, marketing)
- Create efficiencies through shared work space, common marketing materials



**Craig**



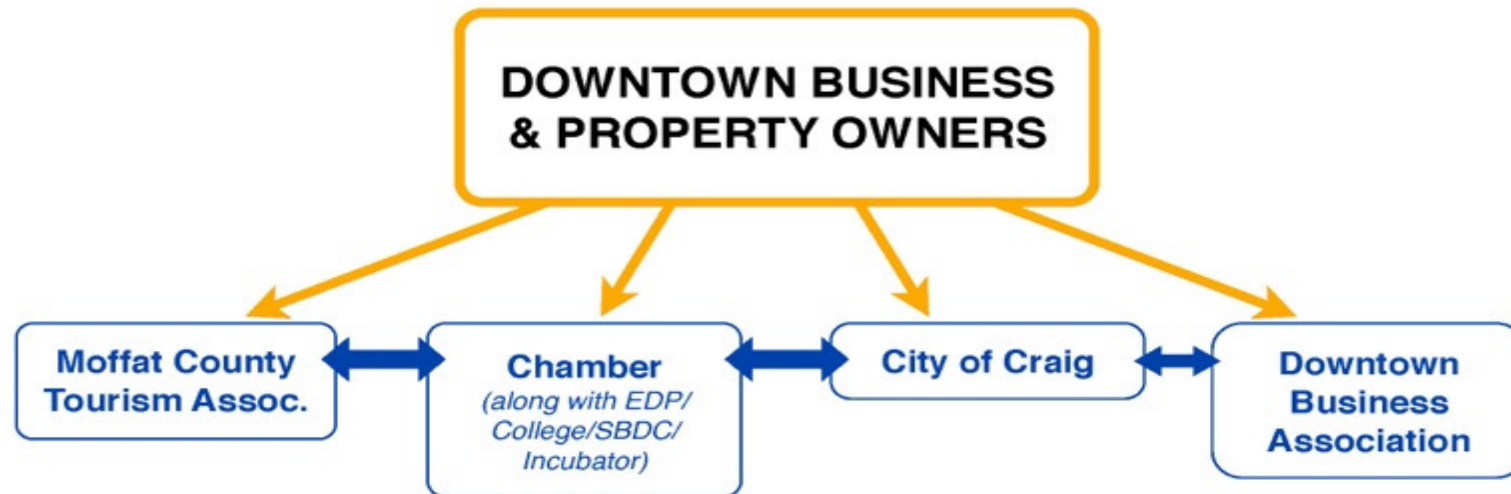
**Observation:** DBA is a grassroots effort that has the potential to make a big impact but lacks organizational structure and financial resources to grow.

## **Recommendations:**

- DBA could be a sub-committee of the Tourism Association and Chamber.
- City and other organizations should allocate resources to go towards brand development, events and marketing.

**Craig**





#### ROLES

Market Moffat County & bring in visitors.

Provide downtown event support, networking, community-wide marketing & business development services.

Improve & maintain the physical environment. Provide financial support where appropriate.

Coordination among downtown business owners, downtown specific marketing & event management.

# Craig





**Observation:** Snow removal and street maintenance is complicated by state highway designation and lack of alignment between City, downtown businesses and CDOT.



**Recommendation:** Research the possibility of a maintenance agreement between CDOT and the City regarding maintenance, snow removal and design. City can direct maintenance efforts with reimbursement from CDOT.

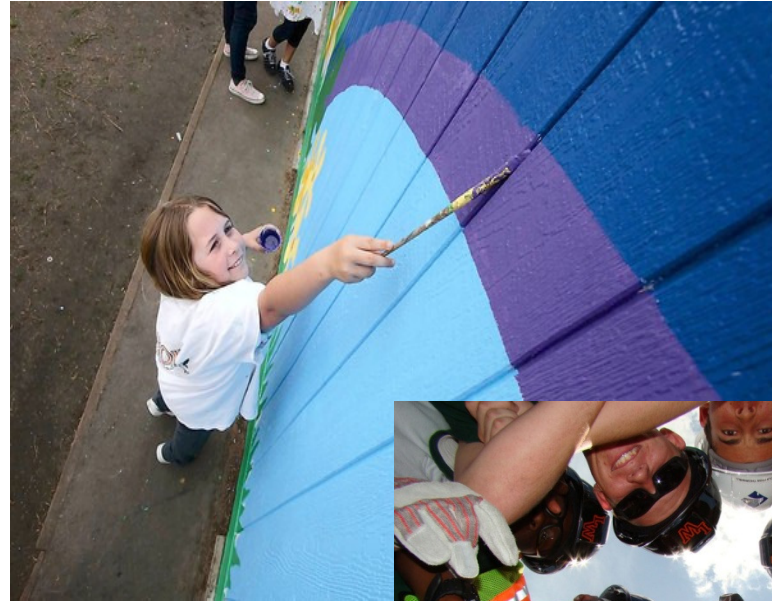
Craig



**Observation:** There is a lack of a volunteer base on which to rely and an opportunity to engage community's youth.

**Recommendations:**

- Reach out to high school and CNCC students offering professional development opportunities
- Better advertise/communicate DBA meetings and events to engage citizens in shaping downtown
- There is a need for volunteer appreciation and a town-wide clearinghouse of volunteer opportunity.



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# Marketing & Promotions





**Observation:** There are empty storefronts in Craig.

**Empty storefronts = missed opportunity**

**Craig**





**Recommendations:** Re-activate and beautify vacant storefronts with creative displays

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- **Pop up restaurants** are an effective way to showcase what a restaurant would bring to a vacant property.



A great way to entice buyers, local entrepreneurs, and get people excited about downtown!

Craig





- Fill vacant windows with local artists work during the Taste of Chocolate.



Craig





**Observation:** The Museum draws a lot of visitors.

**Recommendations:** Make sure that visitors to the museum have access to downtown promotional materials



Craig



**Observation:** There are several places to access community information and the calendar of events.

**Recommendations:**

- Have one consolidated community calendar and package of collateral material;
- Have one clearinghouse point for a countywide calendar of events and broader collateral;
- Print and distribute all collateral material for all visitor centers, lodging establishments, and around Moffat County.
- Use strategic objectives and calendar planning tools to enhance quality over quantity.

# Strategic Event Objectives

Strategic Event Objectives										
Event	Kid	Young Families	Partnerships	Retail Support	Teen	Downtown	Fundraising	Music	Food	Who Runs It?
Wyman's Winter Festival										
Chili Cook Off									X	
Grand Old West Days	X	X				X		X	X	
Whittle the Wood										
Little Britches Rodeo										
Taste of Chocolate			X	X		X		X	X	

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# Seasonal Event Calendar

	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec
Wyman's Winter Festival		X										
Chilli Cook Off									X			
Grand Old West Days					X							
Whittle the Wood						X						
Little Britches Rodeo							X					
Taste of Chocolate		X										

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**Observation:** There is no targeted advertising and marketing of the community that ties into regional initiatives.

**Recommendations:**

- Market to NW Colorado, Front Range, Nationally and Internationally.
- Collaborate with the other visitor centers and chambers to ensure marketing materials are distributed in their offices and vice versa.
- Make sure the calendar of events is submitted to these surrounding entities.
- Continue to build collaborative programs between complimentary businesses in town and regionally.



**Craig**



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**Observation:** Businesses need increased foot traffic in shoulder seasons.



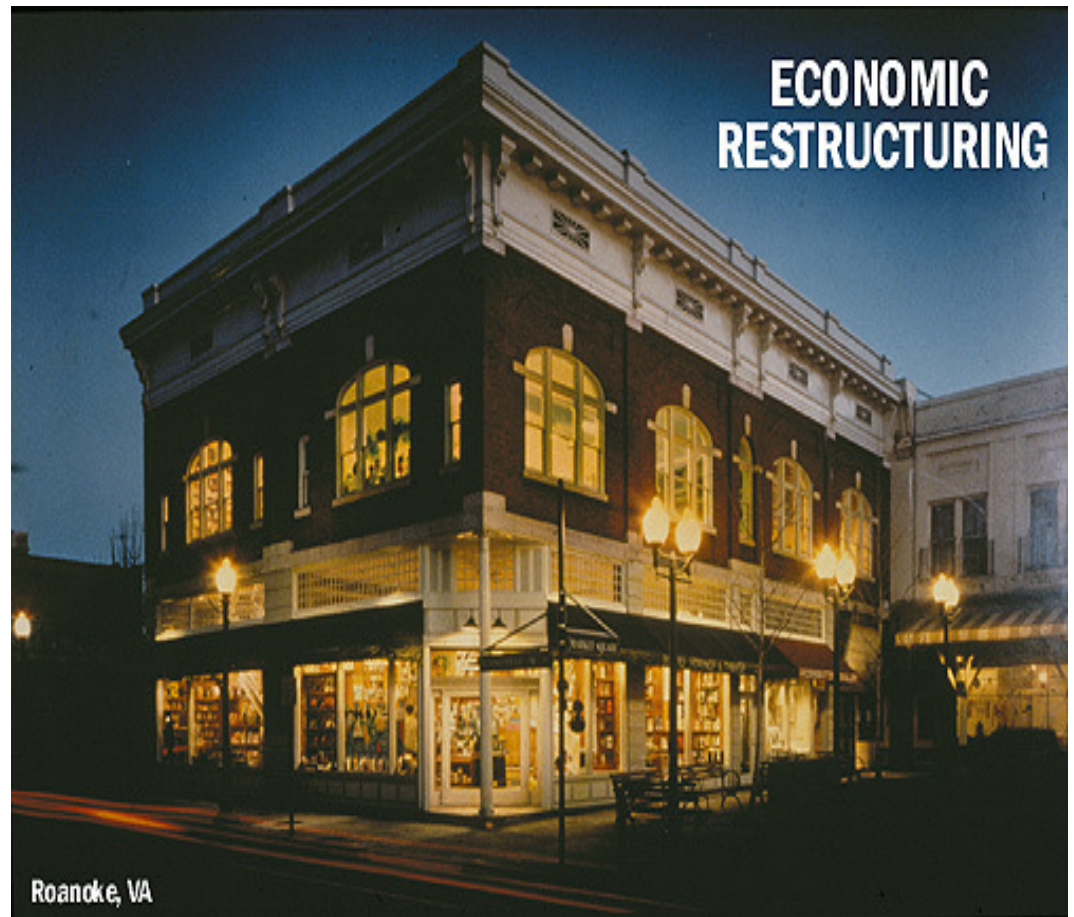
**Recommendation:** Take advantage of the slow times. Use this time to experiment with marketing techniques and plan on what works best for your community and downtown businesses.

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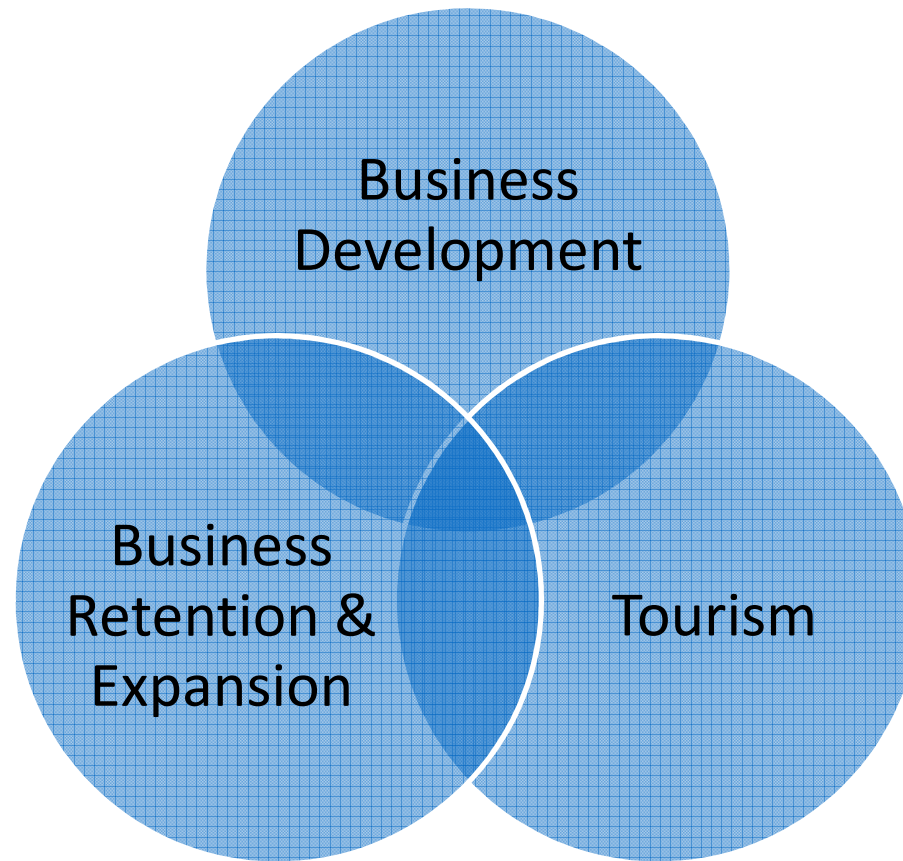
Recruit, retain and expand opportunities for investment.



## Economic Restructuring



# Healthy Economic Vitality



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## Observation: Opportunity to generate foot traffic

### Recommendations:

- Communication with Hotels/Shuttle service
- \$1m leaving Moffat County for restaurants elsewhere
- Build relationships to surrounding communities
- Create business directory and map



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## Observation: Vacant spaces and lots need activation

### Recommendations:

- Create inventory
- Establish relationships with property owners
- Shared spaces for small businesses
- Create recruitment plan



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## Observation: Retention strategies

### Recommendations:

- Keep existing businesses happy
- Help with training and networking and marketing
- Self audit of web presence
- Consistent communication about best practices



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Enhancing the unique functional and visual quality of downtown by addressing all design elements that create an appealing environment



# Design

## Observation: Yampa Avenue streetscape needs improvement

### Recommendations:

- Replace existing streetscape
- New design should include coordinated elements



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## Observation: Yampa Avenue streetscape needs improvement (continued)

### Recommendations:

- Create bump-outs for pedestrian safety, art display, outdoor seating, additional landscaping
- Develop ongoing streetscape maintenance plan





## Observation: Building façades need improvement

### Recommendations:

- Façade improvement program
- Maintenance
- Remove out of date signs
- Fill empty store fronts



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**Observation:** Wayfinding signage needs to be improved

## Recommendations:

- Develop a wayfinding signage program
- Create coordinated sign palette
- Improve City entry signage



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**Observation:** Wayfinding signage needs to be improved

**Recommendations:**

- Improve truck bypass signage
- Need wayfinding signage to downtown and other destinations



**Craig**



## Observation: There is a perceived parking problem

### Recommendations:

- Complete parking inventory
- Complete parking needs analysis
- Signage for public parking locations
- Encourage shared parking



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**Observation:** No downtown public restroom

**Recommendation:**

- Construct public restroom in Alice Pleasant Park



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**Observation:** Multimodal connectivity to downtown needs to be improved

**Recommendations:**

- Develop a sidewalk and bikeway improvement plan to connect downtown to other points of interest
- Expand shuttle service



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# Funding Mechanisms

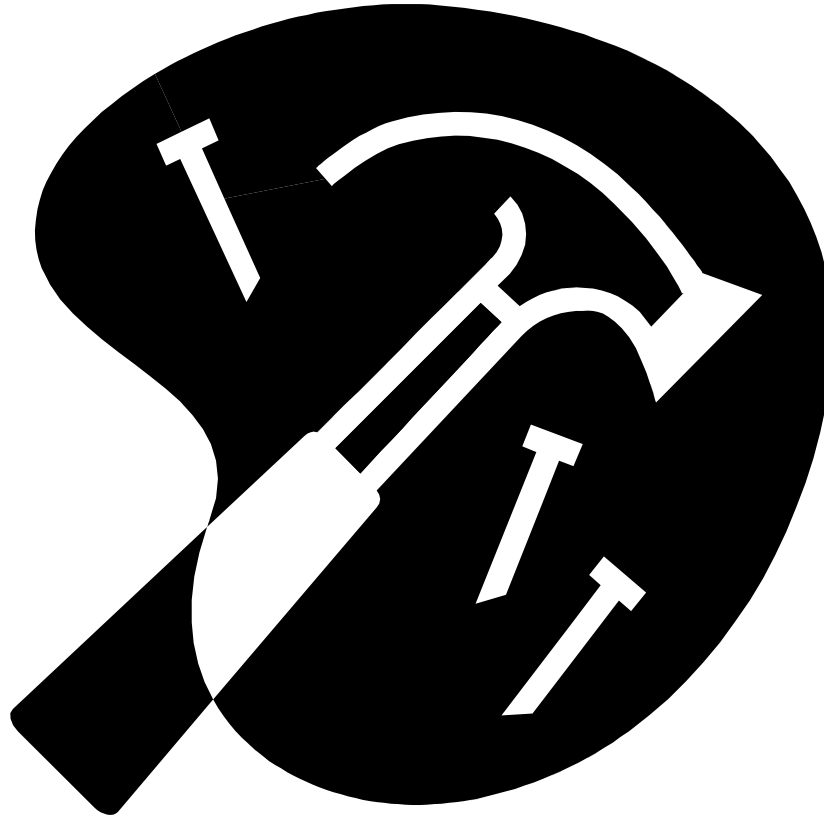
# Funding

- City may provide seed DBA funding over next two years, in collaboration with in-kind services and project specific funding from Tourism Association, and Chamber
- After two years assess willingness to create BID, DDA or URA as a sustainable entity and funding source
- Consider how to make grant writing services available to downtown efforts (e.g. USDA grant to develop façade loan program)
- Creative Districts and Colorado Main Street are two options for downtown management provide some funding and create reporting and communications structures to manage you efforts.

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# What else is in your tool box?



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# Organizational Models for Downtown

	Urban Renewal Authority(URA)	Community Development Corp. (CDC)	Colorado Main Street
<b>Background/ Summary</b>	Established to eliminate blighted areas for development or redevelopment by purchasing, rehabilitating and selling land for development.	Non-profit community organization with public/private orientation. Usually 501(C)(3)	Volunteer driven model with paid staff usually housed in a non-profit. Can be housed in another organization or be a 501(C)(3), 501(C) (6), or 501 (c) (4)
<b>Focus</b>	Real Estate Development, Rehab Financing, Infrastructure.	Oriented to advance real estate and business development. Provides planning and project development services.	Uses Four Point Approach: Organization, Promotion, Economic Restructuring, and Design.
<b>Pros/Cons</b>	Can generate sales and/or tax increment to finance future development. Increment needs approval from county entities; can be controversial.	Facilitator and problem solver for otherwise challenging projects There is no financing built in. Requires staff and volunteer focus on contributions, grants, fees and earned income	Serves as a champion and umbrella for everything that impacts the commercial district; enhances and data collection and reporting for all stakeholder groups; Relies heavily on volunteers. There is no financing built in.

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# Stakeholder Analysis

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

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# Action Matrix

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

Craig



# Thank you

For more information contact

Downtown Colorado, Inc. (DCI), 303.282.0625

[www.downtowncoloradoinc.org](http://www.downtowncoloradoinc.org)

Craig

