



# RDA Board Meeting

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*March 2, 2016 @ 7:30 am*



# 1 – Agenda

AGENDA  
RANGELY DEVELOPMENT AGENCY  
March 2, 2016  
\*\*\* 7:30 a.m. \*\*\*

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Brad Casto, Chairman	
Lenora Smuts - Treasurer	Sarah Nielson
Karen Reed	Tim Webber
David Morton	Kristin Steele

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- 1) Call to Order
- 2) Roll Call
- 3) Approval of Minutes of November 13, 2015.
- 5) Changes to the Agenda
- 6) Information
- 7) Old Business
  - A. Review of the By-Laws for RDA/RDC
  - B. Annexation/Boundary Line Adjustment of the RDA Plan Area – Procedure
- 8) New Business
  - A. Selection of Officers
  - B. Grant Approval for Direction & Signage
  - C. Main Street Affiliate Program Adoption
  - D. Meeting Frequency and Schedules
- 9) Adjourn

3 – Minutes

AGENDA  
RANGELY DEVELOPMENT AGENCY  
November 13, 2015  
\*\*\* 7:30 a.m. \*\*\*

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Brad Casto, Chairman

Lenora Smuts  
Karen Reed  
David Morton

Sara Nielsen  
Tim Webber

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- 1) Call to Order - The meeting was called to order at 7:30 am November 13, 2015
- 2) Roll Call - Lenora Smuts, Karen Reed, Sara Nielsen and Tim Webber present, Brad Casto, David Morton absent
- 3) Approval of Minutes of October 7, 2014.  
Lenora Smuts motioned to approve the minutes of October 7, 2014, Karen Reed seconded, motion passed
- 5) Changes to the Agenda
- 6) Old Business – Sara Nielsen asked for an update on the house the rejuvenators were going to tear down and complete asbestos removal. Peter indicated that the project was never able to get completed as the Rejuvenators moved and we were not able to move forward with another contractor to complete the training.  
Peter Brixius talked about the need for future activity by the Urban Renewal Authority URA as a result of the Better City Economic Assessment once it is approved. He suggested that it would be a good idea to have the RDA & RDC Bylaws reviewed with attention to changes in CRS 31.25.101, and determine the process for annexing areas into the URA Plan Area by adjusting the defined boundary's of the URA approved plan area according to statutory requirements. This review will be conducted and reported back at a later meeting.
- 7) New Business
  - A. Discussion and Action October 2015 Financials – Sara Nielsen motioned to approve the October 2015 Financials, Lenora Smuts seconded, motion passed
  - B. Discussion and Action 2016 Draft Budget. – Sara Nielsen motioned to approve the 2016 Draft Budget, Karen Reed seconded, motion passed
- 8) Adjourn – Meeting adjourned

## 6 – Information

# 7 – Old Business

February 29, 2016

Re: Urban Renewal

To: Rangely Town Manager

Legislative Keys. I must start asking you to do some tedious reading of definitions.

The State authorizing legislation is found at C.R.S. 31-25-101, *et seq.* The powers of the Town are very broad, but do not come into play unless there is “slum or blight.” Like it or not, the Town has to “fit” within the statutory definitions to gain the full range of options the Legislature has provided, so, one must start with the statutory definitions.

“Blighted area” is defined as “[a]n area that, in its present condition and use and, by reason of the presence of at least four of the following factors, substantially impairs or arrests the sound growth of the [Town], retards the provision of housing accommodations, or constitutes an economic or social liability, and is a menace to the public health, safety, morals or welfare:

- (a) Slum, deteriorated, or deteriorating structures;
- (b) Predominance of defective or inadequate street layout;
- (c) Faulty lot layout in relation to size, adequacy, accessibility, or usefulness;
- (d) Unsanitary or unsafe conditions;
- (e) Deterioration of site or other improvements;
- (f) Unusual topography or inadequate public improvements or utilities;
- (g) Defective or unusual conditions of title rendering the title nonmarketable;
- (h) The existence of conditions that endanger life or property by fire or other causes;
- (i) Buildings that are unsafe or unhealthy for persons to live or work in because of building code violations, dilapidation, deterioration, defective design, physical construction, or faulty or inadequate facilities;
- (j) Environmental contamination of buildings or property;
- [k] The existence of health, safety, or welfare factors requiring high levels of municipal services or substantial physical underutilization or vacancy of sites, buildings, or other improvements; or
- (l) If there is no objection by the property owner or owners and the tenant or tenants of such owner or owners, if any, to the inclusion of such property in an



urban renewal area, "blighted area" also means an area that, in its present condition and use and, by reason of the presence of any one of the factors specified in paragraphs (a) to (k) of this subsection (2), substantially impairs or arrests the sound growth of the municipality, retards the provision of housing accommodations, or constitutes an economic or social liability, and is a menace to the public health, safety, morals, or welfare. For purposes of this paragraph (l), the fact that an owner of an interest in such property does not object to the inclusion of such property in the urban renewal area does not mean that the owner has waived any rights of such owner in connection with laws governing condemnation.

Thus, the first 'order of business' for you and the Town: Identify which of (a) – (l) "fit." Even though it may seem obvious to you and the Council, if this exercise has not been done recently, it needs to be done now, with minutes of that meeting specifying which subsections apply and why. Doing that task creates not only a road map for current and future efforts, but it also creates a 'record' that would be critical if an affected property owner ever challenged the the Urban Renewal Authority's actions or if one of the TIF governments ever decided to later challenge their earlier agreement to transfer the TIF revenues to the URA.

Question: Is the RDA an urban renewal authority? The bylaws never say explicitly, but the 1991 memo says it is. Yet, the 1991 memo also has this curious statement on page 3/7: "Appointment of the Rangely Development Agency whose basic responsibility is to assist existing businesses to expand and new businesses to locate in Rangely." I say 'curious,' because that 'mission' statement' is almost exactly what is the function of a downtown development authority, but not normally an urban renewal authority (although, of course, there is overlap).

Next, one must fit into "slum," "urban renewal area," "urban renewal plan," and/or "urban renewal project."

"Slum area" means an area in which there is a predominance of buildings or improvements, whether residential or nonresidential, and which, by reason of dilapidation, deterioration, age or obsolescence, inadequate provision for ventilation, light, air, sanitation, or open spaces, high density of population and overcrowding, or the existence of conditions which endanger life or property by fire or other causes, or any combination of such factors, is conducive to ill health, transmission of disease, infant mortality, juvenile delinquency, or crime and is detrimental to the public health, safety, morals, or welfare.

"Urban renewal area" means a slum area, or a blighted area, or a combination thereof which the local governing body designates as appropriate for an urban renewal project.

"Urban renewal plan" means a plan, as it exists from time to time, for an urban renewal project, which plan conforms to a general or master plan for the physical development of the municipality as a whole and which is sufficiently complete to indicate such land acquisition, demolition and removal of structures, redevelopment, improvements, and rehabilitation as may be proposed to be carried out in the urban renewal area, zoning and planning changes, if any, land uses, maximum densities, building requirements, and the plan's relationship to definite local objectives respecting appropriate land uses, improved traffic, public transportation, public utilities, recreational and community facilities, and other public improvements.

"Urban renewal project" means undertakings and activities for the elimination and for the prevention of the development or spread of slums and blight and may involve slum clearance and redevelopment, or rehabilitation, or conservation, or any combination or part thereof, in accordance with an urban renewal plan. Such undertakings and activities may include:

- (a) Acquisition of a slum area or a blighted area or portion thereof;
- (b) Demolition and removal of buildings and improvements;
- (c) Installation, construction, or reconstruction of streets, utilities, parks, playgrounds, and other improvements necessary for carrying out the objectives of this part 1 in accordance with the urban renewal plan;
- (d) Disposition of any property acquired or held by the authority as a part of its undertaking of the urban renewal project for the urban renewal areas (including sale, initial leasing, or temporary retention by the authority itself) at the fair value of such property for uses in accordance with the urban renewal plan;
- (e) Carrying out plans for a program through voluntary action and the regulatory process for the repair, alteration, and rehabilitation of buildings or other improvements in accordance with the urban renewal plan; and
- (f) Acquisition of any other property where necessary to eliminate unhealthful, unsanitary, or unsafe conditions, lessen density, eliminate obsolete or other uses detrimental to the public welfare, or otherwise remove or prevent the spread of blight or deterioration or to provide land for needed public facilities.

Practical Question: Can you highlight which of the above definitions and subsections apply to the desire to bring in a new grocery store or similar new development? I want to force you to get specific on which specific terms of the State law you believe apply. (Doing so now will create a much better 'record' if/when you get legal or political challenges . . .)

Practical Query: When I drive through Town, I do not see-from my uneducated eyes only-any obvious "slum" according to the definition. I see individual buildings that could be counted as "deteriorated,"

but I do not see any particular area that fits the “blighted” definition. Off the cuff, I do not see examples of “an area” fitting the subsections of “blighted:” Street and lot layouts do not seem faulty. No odd topography. Public water, sewer and utilities seem fine, other than fiber optic, which I understand the County is improving. Help me understand what “area” fits subsection (h), for example, or (k) for that matter.

Urban Renewal Plan. I believe I would be remiss if I simply assumed that the December 19, 1990 plan is adequate, even as apparently amended per the January 1991 memo. I haven’t seen a map showing a particular part of Town that is “blighted” or that fits “slum.” Is there such a map? Almost by definition, there needs to be an updated “Plan” and a map that goes with it: Things have changed in the past 26 years. Such a Plan needs to get specific: What buildings, lots or blocks are “blighted,” and what facts does the Town have that support those conclusions?

Related: To “eliminate and prevent blight” in the words of the 1990 plan, the Town must first describe the problem being solved, with specifics.

Some Good News. My skepticism is tempered because the Town Council does have great leeway in defining what area is blighted. And, older cases approved a finding of “blight” even when there were nice buildings in a larger area with overall poorer buildings and historic development layouts. Nevertheless, some work needs to be done, at least based on what I know at this point.

Other Foundational Questions. You and I, and probably current Council members and RDA Commissioners likely assume that when the RDA was created, the “l”s were dotted and the “t”s were crossed. Were they? If my assumption is correct that no one has taken a hard look at the statutory requirements in decades, it might be wise to verify that:

1. The original petition requiring 25 electors was filed with the Town Clerk, asking for the RDA to be formed, and that the Council held a hearing and adopted its resolution identifying the blighted area or areas. But, the correct formation of the RDA is conclusively deemed to have occurred if a certificate was filed with DOLA. Your file should include a copy of this certificate, as should mine.
2. The boundaries of the RDA is the whole town, but what parts of Town were “blighted” back then? Has there been any updates by the Council or the RDA to such areas?
3. The current statute says there are 13 ‘commissioners’ of the RDA, with the Mayor appointing 10, one appointed by the County Commissioners and one by the School District. [Section 104(2)]

Revenue Sources. Besides grants and loans, “TIF” rules [CRS 31-25-107(9)] are:

1. Term maximum is 25 years.
2. Taxes above the ‘base’ are paid to the RDA to pay principal, interest and premiums of RDA bonds. Amounts above the debt/bonds/advances/loan requirements remain with the ‘base’ entity.
3. The taxes can be mill levy or sales taxes but are “for an urban renewal project.”

4. If voters of one of the other taxing entities approve a higher mill levy, or if the other entity 'deBruces,' the RDA doesn't get the increased taxes.
5. We should both get a copy of the Property Tax Administrator's rules for TIF. [It should be on line.]
6. The Council negotiates with each TIF entity "governing the types and limits of tax revenues of each taxing entity to be allocated to the "urban renewal plan."

Dan E. Wilson  
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535 Grand Avenue  
Grand Junction, CO 81501  
970/248-5800  
Fax: 248-5805  
[dan@danwilsonlaw.us](mailto:dan@danwilsonlaw.us)

# Tax Increment Financing (TIF) in Colorado

*A Primer on a powerful Public-Private Partnership Tool*

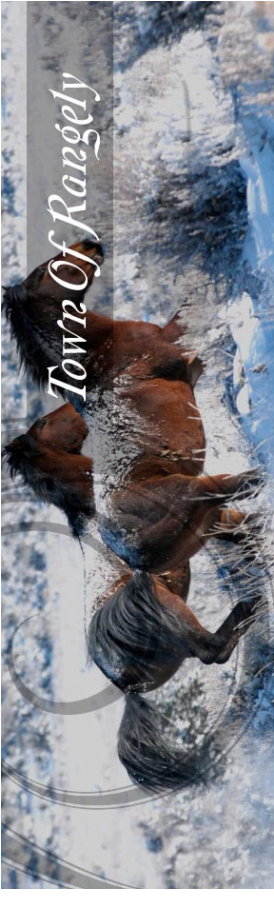
February 29, 2016



**Better** **City**  
Solving Problems. Creating Opportunity.

Primary Goal:

Develop a student housing and retail project that helps establish a new trajectory for economic prosperity. However...



**Changing the economic Status Quo will require a public-private partnership – facilitated through Tax Increment Financing (TIF)**

## Key Discussion Points

- 1. What TIF Is**
- 2. What TIF Is NOT**
- 3. Strategy and Implementation**

## What is TIF?

### ~The Basics~

- A well-established form of a public-private partnership
- In Colorado, typically enabled through an Urban Renewal Authority (URA)
- A URA is established by the municipality
  - Governing board consists of 13 members
  - 10 are appointed by the Mayor, remaining three come from 1.) County Board of Commissioners, 2.) Special taxing districts, and 3.) Elected member of the local school district
  - The municipality can also designate itself as the authority; city council plus three additional members (see item above) become the commissioners



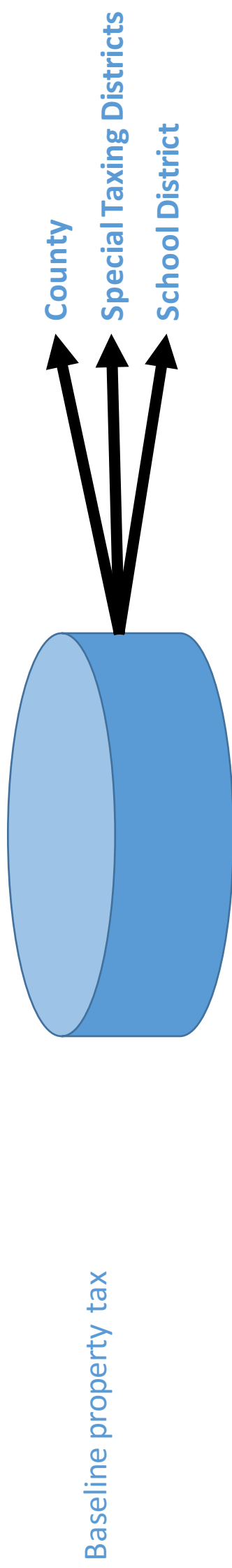
## What is TIF?

### ~The Basics~

- URA's mission is to reduce blight and overcome municipality's impediments to growth and economic prosperity
- URA is authorized to capture "Tax Increment" (both property and sales tax) and use it for urban renewal, development, redevelopment, blight reduction, etc.
- Eligible projects include residential, commercial, recreational, and public access (parks) developments

# What is Tax Increment?

## Property Tax Distribution BEFORE URA Project

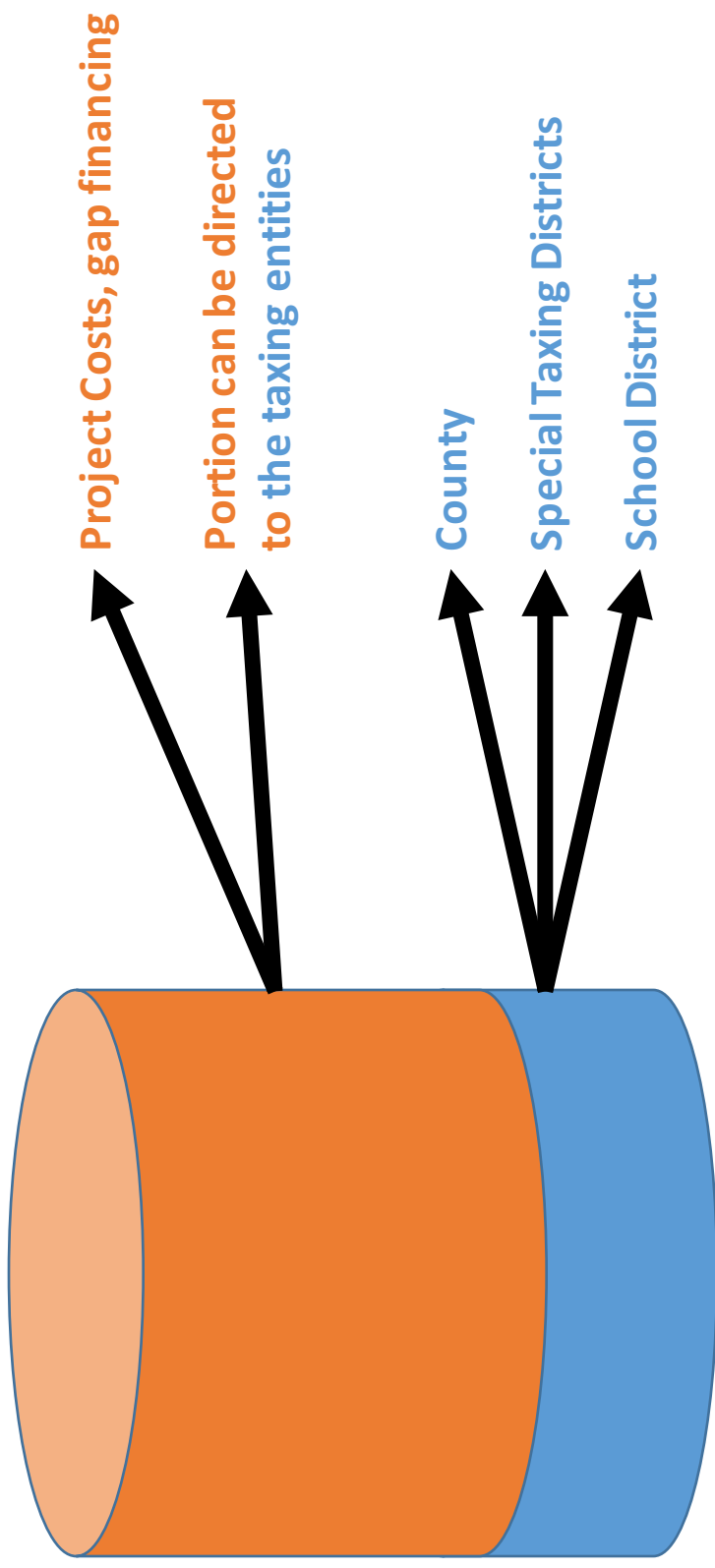


# What is Tax Increment?

## Property Tax Distribution DURING URA Project (not to exceed 25 years)

The difference, or “increment” is allocated to cover project costs, e.g. debt, infrastructure, etc.

The base amount remains the same as before the project, i.e. taxing entities will receive their previously allocated amount

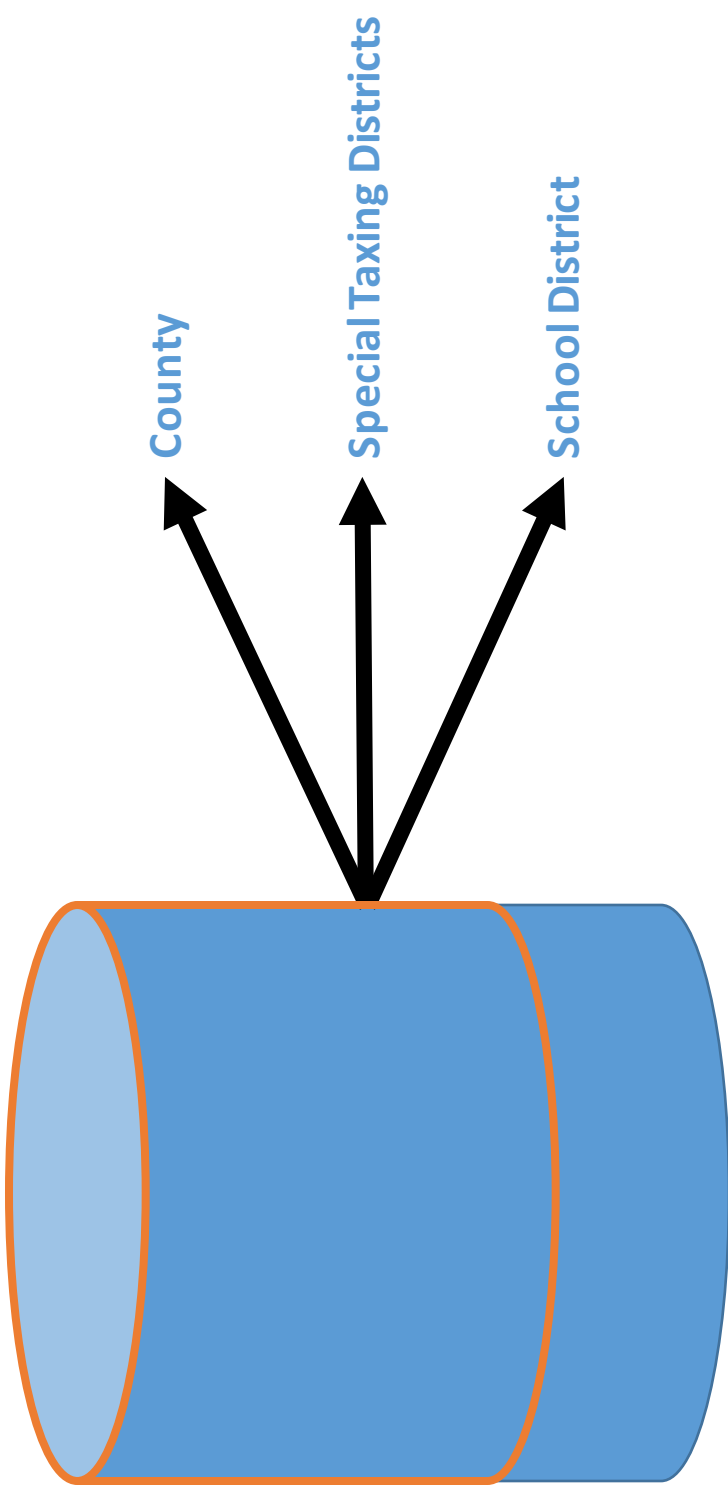


# What is Tax Increment?

## Property Tax Distribution AFTER URA Project

The taxing entities will capture the entire value of the investment in perpetuity. **But for the partnership, the incremental value would not exist**

The “increment” is now added to the baseline tax collection

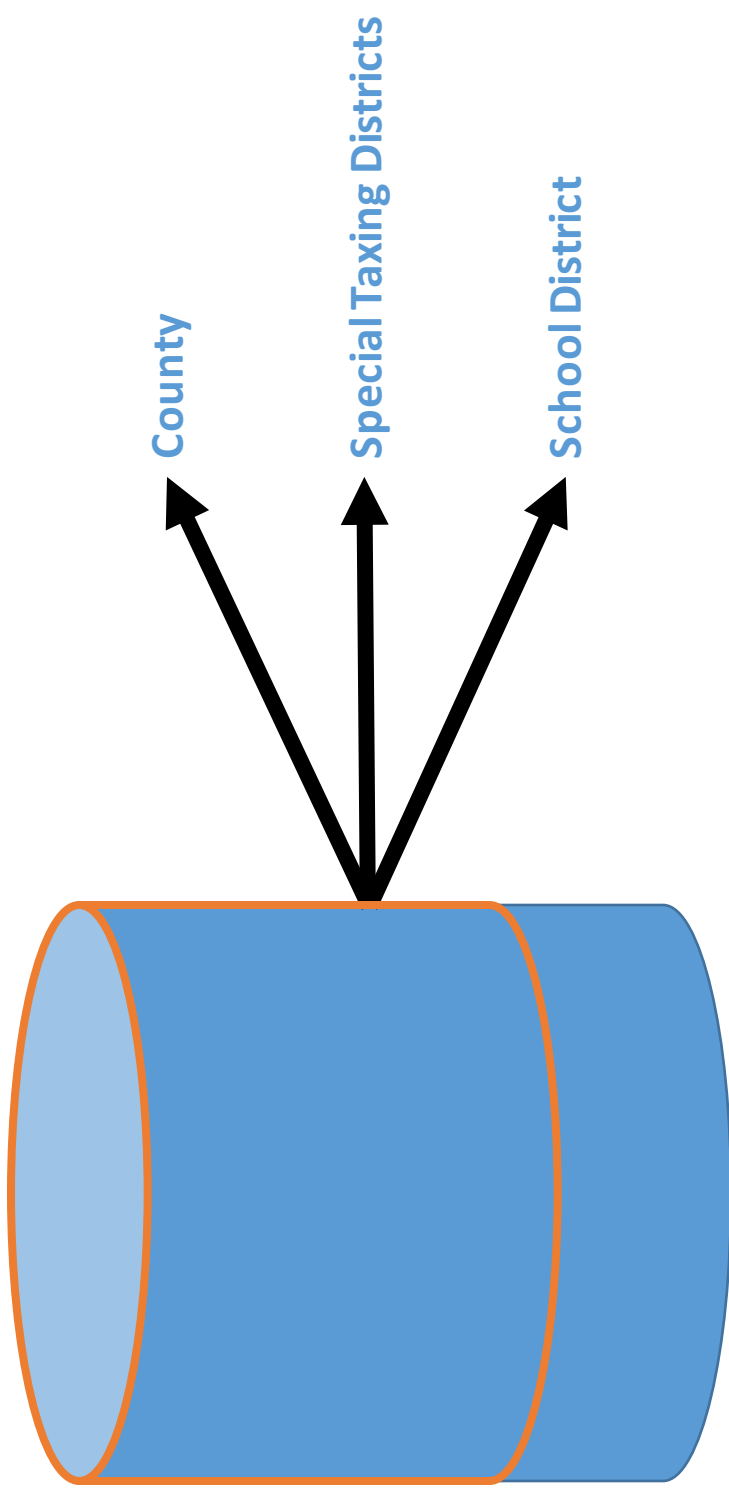


# What is Tax Increment?

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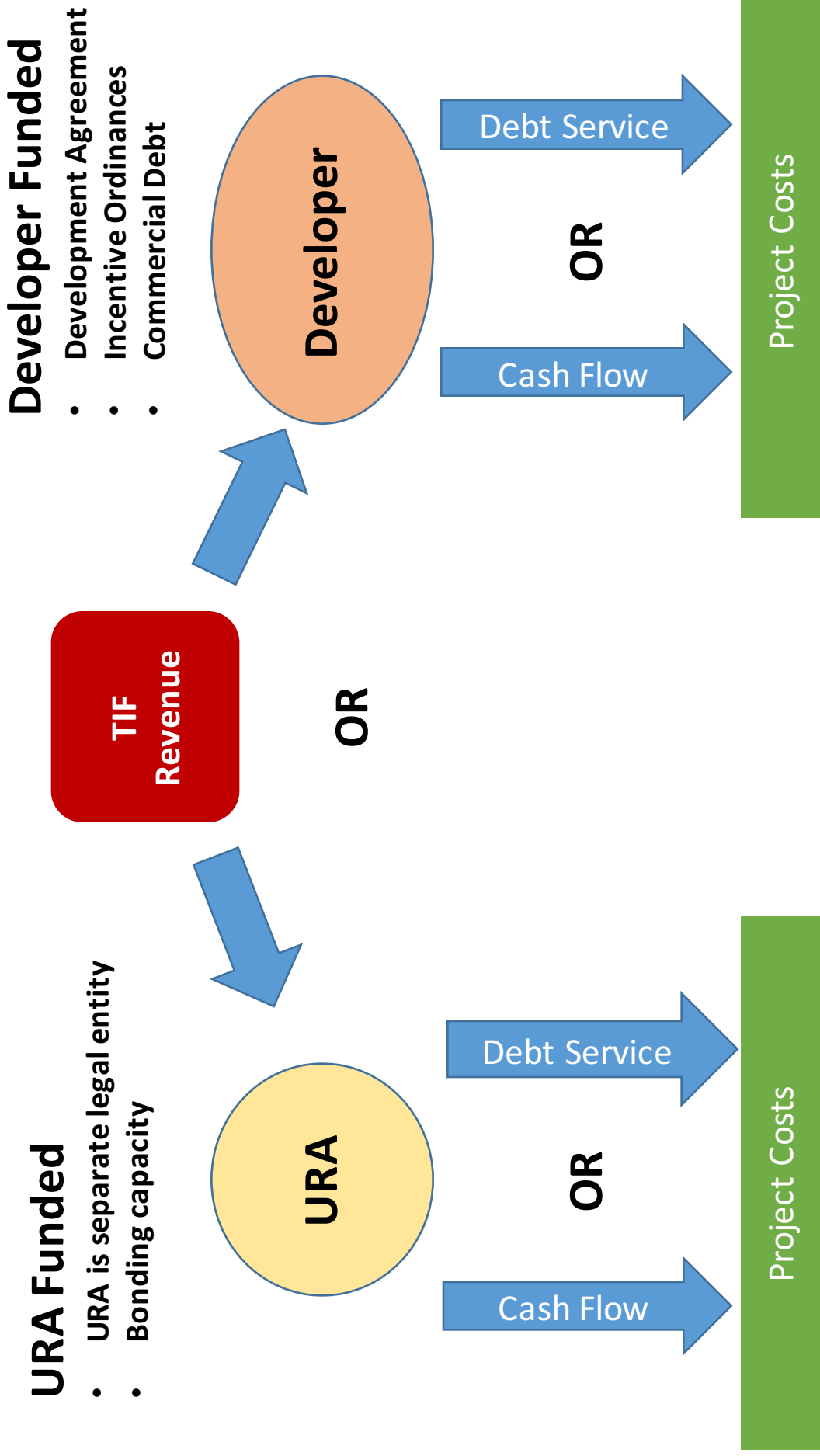
**Same concept applies for local sales tax**

## What is TIF?

### ~Project Uses~

- Variety of project sizes, ranging from relatively small to major shopping malls
- Eligible expenses include land, infrastructure, debt service, bond service, etc.
- TIF revenue has to be spent within the 25-year life of the URA project
  - Few exceptions, including if bonds would otherwise go into default
- Municipality or taxing entities can pay for infrastructure up-front, then be reimbursed through TIF revenue

# TIF Scenarios



## What is TIF?

### ~Downtown Development Authority~

- Similar to a URA with the following major differences:
  - Established through an election (regular or special)
  - Boundaries must be part of the Downtown Core
  - TIF projects can be authorized for 30 years. May be renewed for an additional 20 years
  - Board must include residents and landowners within the DDA boundary
  - Can assess property tax (up to 5 mills) on the property within the DDA boundary



## What is TIF?

### ~Best Practices~

- A tool that allows rural communities to compete for private investment
- A tool to catalyze growth
  - The first few projects are the hardest because they are “creating the market”
  - Subsequent projects benefit from positive momentum and a stabilized market
  - As growth extends beyond the URA project area, 100% of incremental value is captured by the local taxing entities

# What is TIF?

## ~Best Practices~

- A tool that allows rural communities to compete for private investment
- A tool to catalyze growth
  - The first few projects are the hardest because they are “creating the market”
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  - As growth extends beyond the URA project area, 100% of incremental value is captured by the local taxing entities

### Bottom Line:

**TIF is the least expensive option for a community to proactively invest in projects and amenities that would otherwise not come to the community**

## Key Discussion Points

1. What TIF Is
2. What TIF Is NOT
3. Strategy and Implementation

## What TIF Is NOT...

- Corporate welfare
  - Investing in a rural community such as Rangely is risky, and ROI is king. The ROI must make sense before a developer will commit millions of dollars for a major development
- A waste of taxpayer money
  - TIF projects structured properly are “self funding”

## What TIF Is NOT ...

- Corporate welfare
- Investing in a rural community such as Rangely is risky, and ROI is king. The ROI must make sense before a developer will commit millions of dollars for a major development
- A waste of taxpayer money
- TIF projects structured properly are “self funding”

### Bottom Line:

**TIF should always be a “...but for...” proposition. But for the incentive, investment would not take place.**

## Key Discussion Points

1. What TIF Is
2. What TIF Is NOT
3. **Strategy and Implementation**

## Strategy and Implementation

1. Petition
  - Twenty-five registered electors of the municipality sign and file a petition setting forth the need for an Urban Renewal Authority
2. Public notice and hearing
3. Municipal resolution
4. Commissioners are appointed
5. Certificate signed by the commissioners is filed with DOLA

## Strategy and Implementation

6. Authority commissions a study to determine if proposed redevelopment area is appropriate for an urban renewal project
  - Notice must be provided to landowners within the proposed planning area
7. Urban renewal plan development
  - The Plan must conform with the City's adopted general plan. If no general plan exists, one must be adopted before an urban renewal plan can be adopted.
  - Plan includes funding strategy
8. Comments and recommendations from the planning commission



## Strategy and Implementation

9. Review by County Commissioners
10. Public hearing
11. IGA between County, Municipality, Taxing Districts, and School District agreeing to the proposed increment allocation
12. Plan is adopted by resolution
  - Must occur within 120 days of the initial public hearing
13. Notice is provided to County Assessor

## Examples of TIF Projects in Colorado

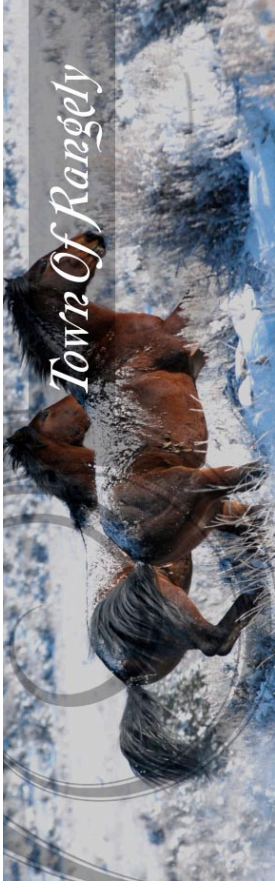
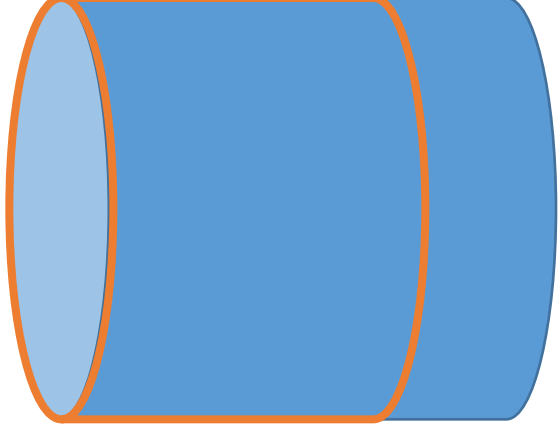
- Denver Pavilions Mall (shopping mall)
- University Village Colorado (shopping mall)
- Ivywild School (community center/retail)
- Gold Hill Mesa (mixed-use development)



Primary Goal:

Develop a student housing and retail project that helps establish a new trajectory for economic prosperity.

The taxing entities will capture the entire value of the investment in perpetuity. **But for the partnership, the incremental value would not exist**





**PARK SIGN CONCEPT**



# 8 – New Business

**DRAFT**



ASSOCIATED GOVERNMENTS  
OF NORTHWEST COLORADO

## **ASSOCIATED GOVERNMENTS OF NORTHWEST COLORADO 2016 TECHNICAL ASSISTANCE GRANT APPLICATION**

Funded by the Associated Governments of Northwest Colorado  
in cooperation with the Colorado Department of Local Affairs  
Energy and Mineral Impact Assistance Program

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Associated Governments of Northwest Colorado (AGNC) is soliciting proposals for technical assistance projects from its membership. A total of \$102,000 is available to fund 2016 technical assistance projects for AGNC full membership only.

This Grant Application Package contains the following:

- ◆ 2016 Technical Assistance Grant Guidelines
- ◆ 2016 Technical Assistance Grant Application Form

Applications for AGNC's Technical Assistance Grant Program are **due by 5:00 p.m. on Tuesday March 15, 2016. All grant applicants will be required to make a five minute presentation via conference call.** Funding will be provided for projects that begin after May 15<sup>th</sup>, 2016 and are completed by January 31, 2017. This is a reimbursement grant program and funds will be paid to grantees when the project is completed and receipts submitted.

Please submit completed applications to:

**Associated Governments of Northwest Colorado  
Attn: Maria King  
P.O. Box 100  
Parachute, Co. 81635  
e-mail to [mariaking@agnc.org](mailto:mariaking@agnc.org)**

If you have any questions regarding AGNC's Technical Assistance Grant Program, please contact Bonnie Petersen or Maria King at 970-285-7630 Ext. 109

# **2016 TECHNICAL ASSISTANCE GRANT GUIDELINES**

## **Eligibility:**

- ◆ Grants are only awarded to towns or counties that are members in good standing of the Associated Governments of Northwest Colorado (AGNC).
- ◆ Only one application per member jurisdiction will be considered for funding each cycle/year.
- ◆ To be eligible for funding, each applicant must give a presentation and answer questions related to their grant proposal.
- ◆ ***After the grants have been awarded, any change in scope to a funded project must be submitted in writing to the AGNC Executive Committee for approval.***
- ◆ ***Project status reports are due to AGNC no later than June 15<sup>th</sup>, August 15<sup>th</sup>, October 15<sup>th</sup> and December 15<sup>th</sup>.***

## **Types of Grants:**

- ◆ Cash awards will be made up to \$10,000 to be determined by the AGNC Executive Committee, totaling no more than \$102,000 for all grant awards combined.
- ◆ Grant funding will be paid on a reimbursement basis only.
- ◆ The AGNC board reserves the right to adapt these guidelines to serve the needs of communities and to make adjustments to the amount of available funding.

## **Use of Grant Funds:**

- ◆ Eligible projects must begin no sooner than May 15<sup>th</sup>, 2016 and be completed no later than January 31, 2017.
- ◆ Funding will be awarded to projects that help a community make a positive and visible impact on a community. Eligible projects will fit into one or more of the following categories, and must demonstrate positive outcomes for the community:
  1. **Increase Economic Competitiveness:** Any project designed to meet the needs of main street/downtown that will help improve the local economy and help support the local sales tax base. Projects may include small capital projects, downtown assessments, marketing and promotions, business support, etc.
  2. **Improve Safety and Health:** Any project designed to address safety or health concerns in a community such as small capital improvements, planning/analysis, or research.
  3. **Improve planning and investment:** Any research, planning, analysis, community survey, meeting facilitation, or special land use project designed to develop a better understanding of future needs, current conditions, and to develop appropriate policies.
  4. **Increase organizational capacity:** Support organizational development through trainings, community surveys, meeting facilitation, or financial analysis as examples.
- ◆ Funds may be used to hire contractors and pay related expenses. Examples of eligible uses of funds include main street related projects, small scale capital projects, research, special land use planning projects, training, community surveys, and meeting facilitation.

- ◆ **Grant funds may not be used to supplant regularly budgeted staff or project funds.**
- ◆ **Grant funds may not be used to purchase equipment (rolling stock, office equipment, normal operating equipment, etc.) or real property of any type.**
- ◆ **The mini-grant program requires a dollar for dollar cash match.**
- ◆ Documentation of cash expenditures, and selection of contractors/consultants must comply with the following:
  1. If a project involves Construction Plans and Specs (Engineer or Architectural Services), such construction plans and specifications shall be drawn up by a qualified engineer or architect licensed in the State of Colorado, or pre-engineered in accordance with Colorado law, and hired by the mini-grant grantee through a competitive selection process.
  2. If a project involves a Construction Selection Process, a construction contract shall be awarded to a qualified construction firm through a formal selection process with the mini-grant grantee being obligated to award the construction contract to the lowest responsible bidder meeting the mini-grant grantee's specifications.
  3. If a project involves retention of Consultant Services, a contract shall be awarded to a qualified firm through a formal Request For Proposal (RFP) or competitive selection process.
  4. Submit quarterly status reports outlining project status, anticipated completion date, and a review of the budget to date.
  5. Submit a copy of all invoices and expenses paid for contract services at the completion of the project. Reimbursement will occur when the project is complete.
- ◆ Recipients of cash awards will sign a letter of agreement including these guidelines. This is a reimbursement grant in that grant funds will be sent to the grantee once the project is completed.



# **AGNC 2016 TECHNICAL ASSISTANCE GRANT APPLICATION**

1. **Jurisdiction** \_\_\_\_\_ Town of Rangely \_\_\_\_\_

2. **Name of Person Completing Application** \_\_\_\_\_ Peter Brixius \_\_\_\_\_

**Address** \_\_\_\_\_ 209 E. Main Street, Rangely CO 81648 \_\_\_\_\_

**Phone Number** \_\_\_\_\_ (970) 675-8476 \_\_\_\_\_ **e-mail address** \_\_\_\_\_

3. **Project Title** \_\_\_\_\_ Town Manager \_\_\_\_\_

4. **Name of Person Responsible for Completion of Project** : \_\_\_\_\_ **Branded Directional**

**Signage** \_\_\_\_\_ Jeff LeBleu – Public Works Supr. & Peter Brixius – Town Manager

**Address** \_\_\_\_\_ 209 E. Main Street, Rangely, CO 81648 \_\_\_\_\_

**Phone Number** \_\_\_\_\_ (970) 675-8476 \_\_\_\_\_ **e-mail address** \_\_\_\_\_ [pbrixius@rangelyco.gov](mailto:pbrixius@rangelyco.gov) \_\_\_\_\_

5. Total Cost of Project \$ \_\_\_\_\_ 40,000 \_\_\_\_\_

Amount Requested \$10,000 \_\_\_\_\_ Cash Match Provided \$10,000 \_\_\_\_\_

6. **Please provide the following information. Use a separate attachment if necessary (two pages maximum):**

- A. Briefly describe the project. Why is the project needed at this time? How does the implementation of this project address the need? **Rangely straddles State Highway 64 and visitors not familiar with the amenities in our community need street signage directing these travelers to parks, museums, campgrounds, recreation center, petroglyphs, rock crawling park, Chamber of Commerce and the CNCC Campus. In addition, we plan to replace billboard covers with Gateway Messaging as travelers enter our community from the east or the west in order to promote our "Discover Rangely" brand displaying many recreational opportunities that can be enjoyed in and around the Town.**

**This grant request is a collaborative effort in cooperation with Rio Blanco County, with both entities submitting on behalf of the Town of Rangely. Both submissions will be necessary in order to successfully fund Rangely's Directional Signage project.**

- B. Explain why this project is important to your community and/or the AGNC Region. What measurable results do you expect? How will these results be measured? **Rangely has been adversely impacted by the energy industries slowdown and these impacts are taking their a substantial toll on our local businesses. We are working on several plans to revitalize other segments of our economy with the ultimate goal of establishing economic diversity within the local market. Measurements will be taken over time and include visitations to certain locations such as the Outdoor Museum as well as lodging tax and sales tax collection numbers.**

- C. How will this project make a positive and visible impact on your community? Which of the four categories listed above under "Use of Grant Funds" does your project fit best? Explain. **Increasing Economic Competitiveness is the most essential outcome. We need to continue to support our local businesses and advertise the benefits that exist within our community. By placing attractive, well designed directional messaging for those traveler's passing through our community, we believe it will begin to have a positive impact for our local businesses.**
- D. How many people or lives will be improved either directly or indirectly through the completion of this project? Explain. **Every resident of Rangely will be the ultimate beneficiaries of this messaging. Just one business that is saved from closure is a win for the entire community. Our community often surprises those visitors who are willing to explore and check out some of the sites within yards or a few short blocks of Main Street/HWY 64.**
- E. Assuming the project is funded, when will it begin and what is the timeframe for completion? **Once the project is awarded we can begin the process of soliciting Bid's from qualified vendors. This grant request is a collaborative effort in cooperation with Rio Blanco County and the Town of Rangely, both submitting AGNC Mini Grant Applications in order to successfully fund Rangely's Directional Signage project. If awarded we would plan to begin the bid process the middle of May, 2016 and Complete the project in mid to late July, 2016.**
- F. How could this project be useful to other jurisdictions in the region? Is it something that could be replicated by another jurisdiction? **The project would be simple to duplicate and the benefits significant to any other community wanting to message their communities points of interest and draw traffic to their local businesses.**
- G. Provide a budget for your project clearly listing both revenues and expenses in a table format.

*Waiting for Sign Vendor Bids*

- H. What is your jurisdiction's 2016 General Fund Budget Total: **\$4,822,936** \_\_\_\_\_  
 What is your jurisdiction's 2016 General Fund - Fund Balance (do not include restricted funds i.e. TABOR reserve) **\$7,744,483** \_\_\_\_\_

COMMENTS: \_\_\_\_\_  
 \_\_\_\_\_

*Signature of Jurisdiction's AGNC Representative:* \_\_\_\_\_

**Applications are due before 5:00 p.m. on Tuesday March 15, 2016 to AGNC, Attn: Maria King, at P.O. Box 100 Parachute, Co. 81635, or e-mail to mariaking@agnc.org**





# PROGRAM MANUAL

JANUARY 2016

COLORADO DEPARTMENT OF LOCAL AFFAIRS  
DIVISION OF LOCAL GOVERNMENT  
COMMUNITY DEVELOPMENT OFFICE



COLORADO  
Department of Local Affairs



## MAIN STREET PROGRAM OVERVIEW

The Colorado Main Street® program is designed to assist with the revitalization of traditional downtowns and historic commercial districts, promote economic development and historic preservation. The program uses an approach that advocates a return to community self-reliance, local empowerment, and the rebuilding of central business districts based on their assets, unique architecture, personal service, local ownership and entrepreneurship, and a sense of community.

The Colorado Main Street program provides technical assistance in the Main Street Four-Point Approach® (Organization, Promotion, Economic Vitality, and Design) to competitively selected communities that are working in historically relevant business district settings and that meet certain threshold criteria.

The Department of Local Affairs (DOLA) manages the Colorado Main Street program, which is partially funded by a grant from History Colorado, the State Historical Fund. The mission of the Colorado Main Street program is to coordinate resources and technical assistance for communities seeking to revitalize their historic downtown commercial districts based on their unique needs. The Department of Local Affairs requires all potential candidates to submit an application. The Main Street Advisory Board reviews the applications and the Executive Director of the Department of Local Affairs considers feedback from the Advisory Board and Colorado Main Street staff to select new Candidate Main Street communities.

## NATIONAL MAIN STREET HISTORY

Concerned about continuing threats to Main Streets' commercial architecture and aware of the need to stimulate economic activity in small-city downtowns, the National Trust for Historic Preservation launched a community demonstration project (1977-1980) that resulted in the creation of the Main Street Four-Point Approach® and establishment of the National Main Street Center in Washington, D.C.

Main Street is a national program that has spanned three decades and taken root in more than 2,000 communities - a movement that has spurred \$49 billion in reinvestment in traditional commercial districts, generated an average of \$27 locally for each public dollar invested, led to a net gain of 94,176 new businesses, 417,919 new jobs, and 214,263 building rehabilitations, galvanized thousands of volunteers, and changed the way governments, planners, and developers view preservation.

## COLORADO MAIN STREET HISTORY

Colorado was selected by the National Main Street Center for a state pilot Main Street project in 1982 – 1985. Delta, Durango, Grand Junction, Manitou Springs and Sterling were Colorado's Main Street communities in the initial program. The Colorado Department of Local Affairs administered this three year pilot program. Although the Main Street approach to downtown revitalization proved very successful in Colorado, the state discontinued the program after completing the three-year pilot project. Several communities continued to implement Main Street and downtown revitalization programs without the benefit of a statewide coordinating program, while other local programs were discontinued. Between 2000 and 2010, Downtown Colorado



Inc. administered the Colorado Main Street program with a grant from the State Historical Fund of The Colorado Historical Society.

Because of the emphasis on historic preservation and the impact the program has had in revitalizing Colorado's historic downtowns, the State Historical Fund continues to generously support the Colorado Main Street Program. In 2011, DOLA once again became the administrator of the program with a generous grant from the History Colorado State Historical Fund.

## MAIN STREET APPROACH®

**Organization** involves getting everyone working toward the same goal and assembling the appropriate human and financial resources to implement a Main Street revitalization program. A governing board and volunteers or specific project committees make up the fundamental organizational structure of the volunteer-driven program. Volunteers are coordinated and supported by a paid program director as well. This structure not only divides the workload and clearly delineates responsibilities, but also builds consensus and cooperation among the various stakeholders.

**Promotion** sells a positive image of the commercial district and encourages consumers and investors to live, work, shop, play and invest in the Main Street district. By marketing a district's unique characteristics to residents, investors, business owners and visitors, an effective promotional strategy forges a positive image through advertising, media relations, retail promotional activity, special events and marketing campaigns carried out by local volunteers. These activities improve consumer and investor confidence in the district and encourage commercial activity and investment in the area by identifying and appealing to the district's market niches.

**Design** means getting Main Street into top physical shape. Capitalizing on its best assets — such as historic buildings and pedestrian-oriented streets — is just part of the story. An inviting atmosphere, created through attractive window displays, well-managed parking areas, building improvements, street furniture, signs, sidewalks, lights and landscaping, conveys a positive visual message about the commercial district and what it has to offer. Design activities also include instilling good maintenance practices, as well as enhancing the physical appearance of the district and creating new productive commercial or residential space by rehabilitating historic buildings, encouraging appropriate new construction, developing sensible design management systems, and long-term planning.

**Economic Vitality** strengthens a community's existing economic assets while expanding and diversifying its economic base. The Main Street program helps sharpen the competitiveness of existing business owners, helps to foster entrepreneurial start-ups and expansions, and recruits compatible new businesses and new economic uses to build a commercial district to create jobs and to respond to today's consumers' needs. Converting unused or underused commercial space into economically productive property also helps boost the profitability and sales tax revenue of the district.



## EIGHT PRINCIPLES

- **Comprehensive:** A single project cannot revitalize a downtown. An ongoing series of initiatives is vital to build community support and create lasting progress.
- **Incremental:** Small projects make a big difference. They demonstrate that “things are happening” and hone the skills and confidence the program will need to tackle more complex problems.
- **Self-Help:** Only local leadership can initiate long-term success by fostering and demonstrating community involvement and commitment to the revitalization effort.
- **Public/Private Partnerships:** The support and expertise of both the public and private sector is necessary for an effective partnership.
- **Capitalizing on Existing Assets:** A key goal is to help communities recognize and make the best use of their unique offerings. Local assets provide the solid foundation for a successful program.
- **Quality:** From storefront design to promotional campaigns to special events, quality must always be the main goal.
- **Change:** Changing community attitudes and habits is essential for success. A carefully planned Main Street program will shift public perceptions and practices to support and sustain the revitalization process.
- **Action-Oriented:** Frequent, visible changes in the look and activities of the downtown will reinforce the perception of positive change. Small but dramatic improvements show that the revitalization effort is underway.

## BENEFITS OF THE MAIN STREET PROGRAM

- **Local Jobs:** Frequently, downtown as a whole is the second or third largest employment center in the community.
- **Protection of Natural Resources and Energy Conservation:** 30% of solid waste in landfills is from demolition of old buildings, while new construction requires many resources. It is often said that the greenest building is the one that doesn't have to be built. Rehabilitating and re-using old buildings is an environmentally sound strategy. Additionally, more resources are required to develop in greenfield sites on the edge of town than to develop in infill spaces, where existing utilities may be used.
- **Efficient Use of Public Infrastructure:** Large investments have been made over time in downtown infrastructure, so it is often more efficient to keep downtown vibrant than extend infrastructure to new development. Local government can support strategic development and capitalize on the value and potential investment that commercial districts can attract.



- **Property and Sales Taxes:** The healthier the downtown businesses are, the higher the rents building owners can collect, resulting in higher property values and a higher tax base for the community. Because of its compact nature, a healthy downtown generally pays more in property taxes per acre than anywhere else in your jurisdiction.<sup>1</sup> A vibrant downtown attracts not just locals, but regional shoppers and tourists – and sales tax revenue – to your jurisdiction.
- **Public Health Safety:** A vacant and deteriorated downtown breeds crime. Keeping your downtown and commercial districts active and alive helps citizens to feel safe and want to take part in the community.
- **Strategic Decision-Making:** The city’s decisions on zoning, land use and commercial sprawl impacts the health of downtown. In addition, local government is the keeper of public lands, buildings, streetscape, and infrastructure, so community consensus is important.
- **Downtown Development & Industrial Development are Linked:** Industrial development prospects expect to tour downtown and assess for themselves your community’s values with respect to maintaining and supporting a healthy central business district. If downtown is vacant and deteriorated, potential industry tenants may question the community’s respect for the industrial park in a few years.
- **Quality of Life for Your Community:** Downtown was historically the cultural, educational, commercial, recreational and governmental center of your community. Residents expect these amenities to exist in your community to enhance their quality of life. Downtown will continue to be this quality of life center, if given the opportunity.
- **Pride in a Healthy & Vibrant Community:** Big towns, small towns, all towns started around a commercial district or downtown. It is the heart and soul of your community and should reflect the pride of local leadership and community. It is the face you project to visitors, investors and to yourselves. The reputation of your community is based on the condition of your downtown.

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<sup>1</sup> See research completed by Joe Minicozzi, Urban3 LLC, for the Sonoran Institute.

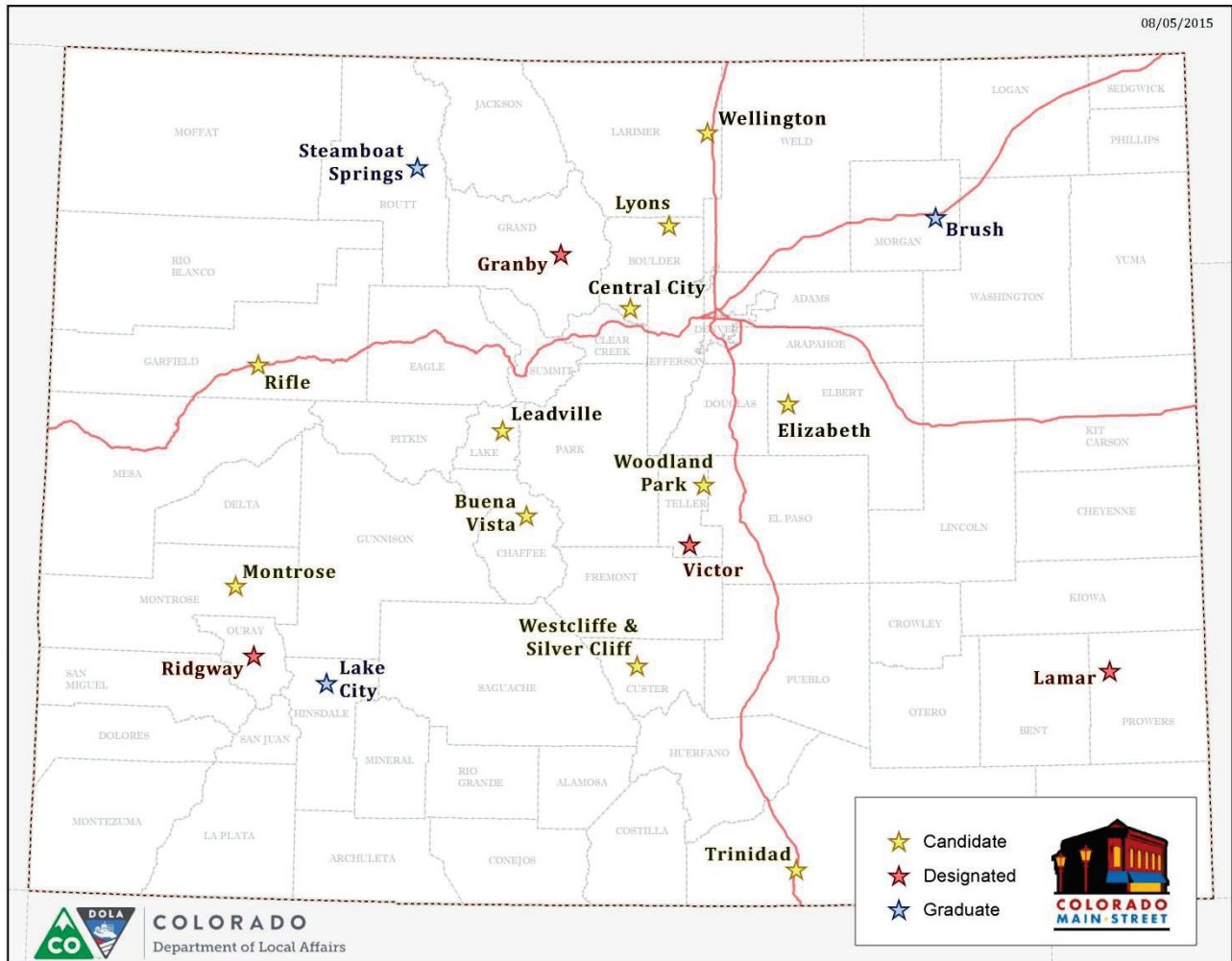






# COLORADO MAIN STREET COMMUNITIES MAP

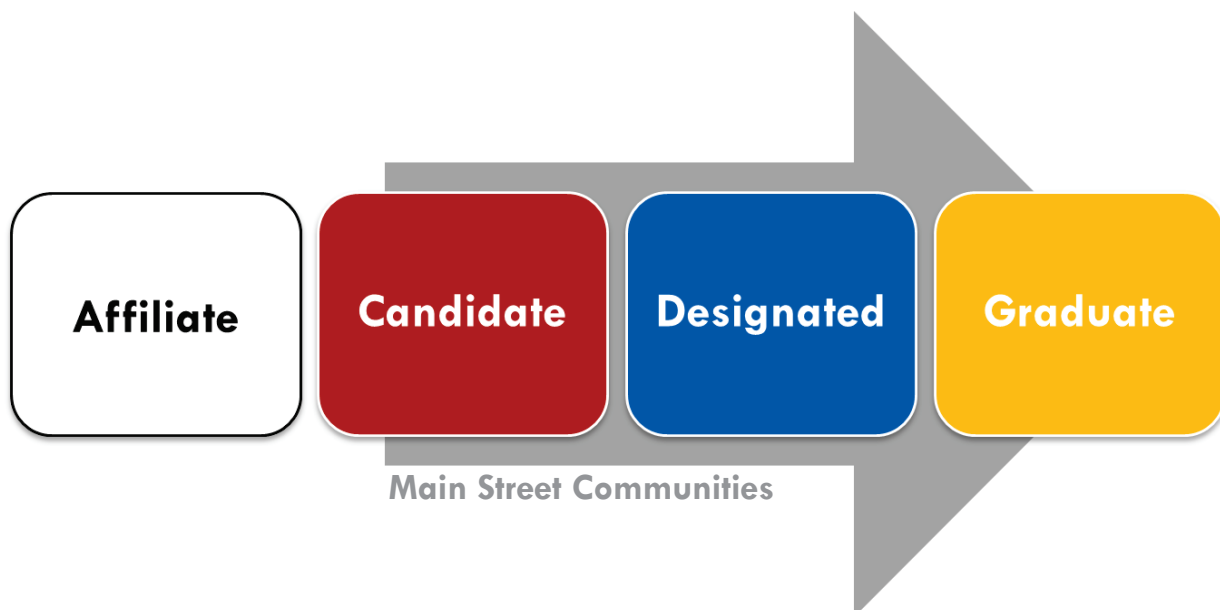
MAIN STREET COMMUNITIES





## PROGRAM PREREQUISITES AND REQUIREMENTS

The Colorado Main Street tiered program – Candidate, Designated and Graduate – is designed to help communities build capacity as communities work toward downtown revitalization. The Affiliate option is open to all Colorado communities and does not have many prerequisites and requirements. Colorado Main Street staff provides technical assistance, training and small financial grants to help communities work toward these prerequisites and requirements. In addition to the following prerequisites and requirements, each local program sets a vision for their community and consistently works toward achieving that vision. The Affiliate program and each tier are described in detail below with instructions on how to apply, requirements and prerequisites.



### AFFILIATE

Affiliate communities are either on their way toward becoming a Candidate Main Street community or they would simply like to be connected to the Main Street network and are not interested in advancing through the program. Communities may remain an Affiliate as long as they desire but are not considered an official Main Street community until they are accepted as a Candidate community.

#### HOW TO APPLY

Applications to become an Affiliate community are accepted on a rolling basis. Colorado Main Street staff can discuss the benefits of becoming an Affiliate community and help you complete the application if needed. A link to the application can be found on the Colorado Main Street website.

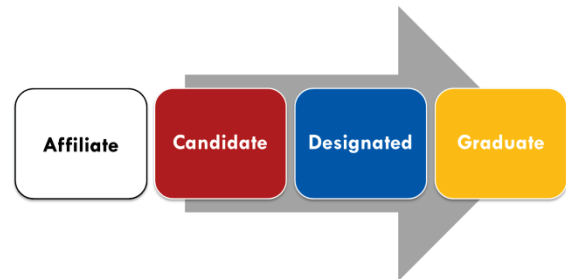
#### NEXT STEPS

After the application is submitted, Colorado Main Street staff will review your application notify the contact(s) listed within four weeks.



## CANDIDATE

While in this tier the Candidate community should focus mostly on the point of Organization including establishing and building the organization's structure, leadership, finances, partnerships and resources. This phase should be used to establish a lasting local Main Street program. Communities may be in this tier for about four years.



### Prerequisites

To become a Candidate community, the community must first meet all of the following prerequisites and then submit an application.

Encourage staff, steering committee and other volunteers to attend Main Street trainings, read information and watch introductory webinars provided on the Colorado Main Street website.

Establish a steering committee or Board of Directors. This is an informal group of community members including local professionals, business owners, city/town staff, and other volunteers who are dedicated to downtown revitalization and the local Main Street program. This will be the group of individuals that gain further community support and help set up the overall structure of your local program.

Have a multi-year strategic plan that addresses the community's vision and incorporates the Four Points (this could be a community assessment, downtown plan, or similar as approved by staff) that is no more than 5 years old.

Have a dedicated champion and point of contact for communications.

Demonstrate community awareness of the Colorado and local Main Street program as well as support from the public and private sectors with a local government resolution declaring support of your local efforts and three letters of support from other community organizations. Ideas for demonstrating community awareness include forming partnerships, hosting public meetings, developing a brochure or handout, create a newsletter or website, and utilizing social media.

### HOW TO APPLY

Communities are encouraged to become an Affiliate community prior to applying to become a Candidate. Please contact Colorado Main Street staff if you think you might apply so staff can work with your community to be sure this program is a good fit. Colorado Main Street staff is also available to work with you on your application - answering questions and giving feedback. Applications to become a Candidate Main Street community are accepted once a year on July 1. The application can be found on the Colorado Main Street website.

### NEXT STEPS

Applications are competitive and will be reviewed by Colorado Main Street staff and the Colorado Main Street Advisory Board. Recommendations will then be given to the Executive Director of DOLA who will make the final decision. Once the decision is finalized you will receive notification.



## Requirements

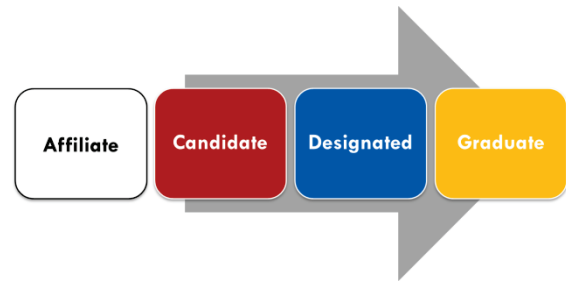
The following requirements must be completed as a Candidate community in addition to maintaining the prerequisites. Colorado Main Street staff will provide and or organize some of these requirements. These requirements are incorporated into your annual memorandum of understanding (MOU). Please see the section below on *Description of Community Transformation Strategies* for additional guidance.

Establish support and participation of the local government	Required.
Attend quarterly Main Street trainings, one of which is the Main Street Summit	Required. 2 out of 4 Quarterly Main Street trainings. Starting 2017, the Main Street Summit will be required.
Attend additional trainings	Required. Local program managers, board members, and/or volunteers are required to collectively attend at least 2 trainings per year (in addition to the required quarterly trainings).
Spring training	Required for all Candidate communities the first year. Potential attendees include new staff, board members, and volunteers.
Host an annual visit including work planning	Required. For first year Candidate communities, this will be an activation visit.
Sign a memorandum of understanding (MOU) annually with DOLA	Required.
Demonstrate a strong historic preservation ethic as described in Appendix A	Required.
Submit quarterly reports and reinvestment statistics	Required.
Submit an annual work plan that is coordinated with your local municipality	Required.
Follow the National Main Street Approach	Required.
Present at least once annually a "State of Main Street" report to the local elected body and submit a copy of the meeting minutes and/or report to DOLA with a quarterly report	Required.



## DESIGNATED

At this stage, the local program has a solid foundation in place to run an effective Main Street program. Communities typically remain in this tier for about 10 years.



### Prerequisites

To become a Designated Main Street community, the community must first meet all of the following prerequisites as a Candidate community and then submit an application.

Formalize your local program structure.

Have an active board of directors. The Board of Directors is a diverse and representative group (including a local government official) who are selected for their skills, connections and knowledge. They should have enough time to commit and be passionate about Main Street and its mission. The board of directors will be the main advocates for the program, help with strategic visioning, maintain public relations, and sustain revenue.

Establish bylaws, articles of incorporation, internal procedures, board position descriptions, and other applicable governing documents for your organization.

Have multi-year strategic plan that addresses the community's vision and incorporates the Four Points (including downtown assessment, downtown plan, or similar as approved by staff - updated every 5 years).

Establish a vision and mission statement. A mission should be created by the board of directors. It should explain who the local Main Street program is and what they do. It should be clear, concise and distinct from other organizations. A vision should be created with the entire community and should be reviewed every two to three years. A vision describes what your community will be in five to 10 years.

Have a paid professional manager dedicated to the local Main Street program.

Have a funding plan and adequate operating budget.

Main Street district boundary and map - your historic, commercial, walkable downtown.

Be a member of the National Main Street Center meeting the National Accreditation Standards of Performance.

Conduct a program of ongoing training for staff and volunteers as described in Appendix A.

Establish a formal system for annually evaluating the performance of the paid professional manager.

Have a volunteer base and begin to develop a system for managing volunteers— recruiting, retaining and thanking.

Develop a website or webpage for your program.

Work on developing historic building inventories and identifying historic assets.

Attend or host a Certified Local Government training to learn about the program and better understand how this tool may help your community.

Develop a basic business inventory of your Main Street district – including business types, contact information, number of employees and more.

Develop a basic building/property inventory of your Main Street district – including ownership patterns, building conditions, vacancies, building square footage, use, average rents, and more.

## HOW TO APPLY

Applications to become a Designated Main Street community are based upon community desire, completion of prerequisites and recommendation from Colorado Main Street staff. Applications are accepted from Candidate communities on a rolling basis. Please contact staff for the application.

## NEXT STEPS

Your application will be reviewed by Colorado Main Street staff and the Colorado Main Street Advisory Board. Recommendations will then be given to the Executive Director of DOLA who will make the final decision. Once the decision is finalized you will receive notification.

## Requirements

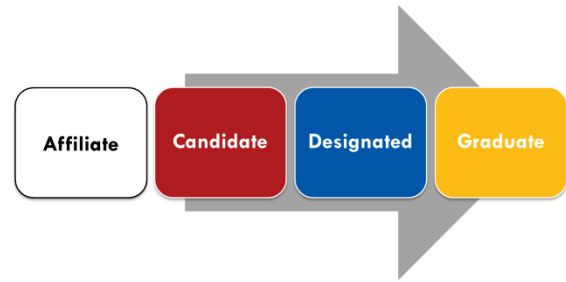
The following requirements must be completed as a Designated community in addition to maintaining the prerequisites. Colorado Main Street staff will provide and or organize some of these requirements. These requirements are incorporated into your annual memorandum of understanding (MOU). Please see the section below on *Description of Community Transformation Strategies* for additional guidance.

Established support and participation of the local government	Required.
Attend quarterly Main Street trainings, one of which is the Main Street Summit	Required. 2 out of 4 Quarterly Main Street trainings. Starting 2017, the Main Street Summit will be required.
Attend additional trainings	Required. Local program managers, board members, and/or volunteers are required to collectively attend at least 2 trainings per year (in addition to the required quarterly trainings).
Host an annual visit including work planning	Required.
Sign a memorandum of understanding (MOU) annually with DOLA	Required.
Demonstrate a strong historic preservation ethic as described in Appendix A	Required.
Submit quarterly reports and reinvestment statistics	Required.
Submit an annual work plan that is coordinated with your local municipality	Required.
Follow the National Main Street Approach	Required.
Present at least once annually a "State of Main Street" report to the local elected body and submit a copy of the meeting minutes and/or report to DOLA with a quarterly report	Required.
Host an annual board retreat, potentially for strategic planning	Required.



## GRADUATE

Once a community's program has matured and is well-established, it may move to the final tier. Graduate Main Street Communities serve as an example for local programs state-wide. Communities may remain in this tier indefinitely.



### Prerequisites

To become a Graduate Main Street community, the community must first meet all of the following prerequisites as a Designated community and then submit an application.

Have multi-year strategic plan that addresses the community's vision and incorporates the Four Points (including downtown assessment, downtown plan, or similar as approved by staff – updated every 5 years).

Solidify your program budget with diversified funding sources and adequate operating funds.

Solidify your volunteer management program and develop a volunteer recognition/award program.

Have a succession/transition plan for your staff, board and other volunteers as applicable.

Complete a market analysis including market radius, leakage, demographics, etc.

Update your business inventory of your Main Street district – including business types, contact information, number of employees and more.

Update your building/property inventory of your Main Street district – including ownerships patterns, building conditions, vacancies, building square footage, use, average rents, and more.

### HOW TO APPLY

Applications to become a Graduate Main Street community are based upon community desire, completion of prerequisites and recommendation from Colorado Main Street staff. Applications are accepted from Designated communities on a rolling basis. Please contact staff for the application.

### NEXT STEPS

Your application will be reviewed by Colorado Main Street staff and the Colorado Main Street Advisory Board. Recommendations will then be given to the Executive Director of DOLA who will make the final decision. Once the decision is finalized you will receive notification.



## Requirements

The following requirements must be completed as a Graduate community in addition to maintaining the prerequisites. Colorado Main Street staff will provide and or organize some of these requirements. These requirements are incorporated into your annual memorandum of understanding (MOU). Please see the section below on *Description of Community Transformation Strategies* for additional guidance.

Established support and participation of the local government	Required.
Have a paid professional manager	Required.
Have an active Board of Directors	Required.
Attend quarterly Main Street trainings, one of which is the Main Street Summit	Required. 2 out of 4 Quarterly Main Street trainings. Starting 2017, the Main Street Summit will be required.
Attend additional trainings	Required. Local program managers, board members, and/or volunteers are required to collectively attend at least 2 trainings per year (in addition to the required quarterly trainings).
Host an annual visit including work planning	Required.
Sign a memorandum of understanding (MOU) annually with DOLA	Required.
Demonstrate a strong historic preservation ethic as described in Appendix A	Required.
Submit quarterly reports and reinvestment statistics	Required.
Submit an annual work plan that is coordinated with your local municipality	Required.
Follow the National Main Street Approach	Required.
Present at least once annually a "State of Main Street" report to the local elected body and submit a copy of the meeting minutes and/or report to DOLA with a quarterly report	Required.
Host an annual board retreat, potentially for strategic planning	Required.
Have a vision and mission statement which are reviewed annually	Required.
Provide mentorship to Candidate and Designated Main Street communities	Required.





# MAIN STREET COMMUNITY TRANSFORMATION STRATEGIES

## DESCRIPTION

Each local Main Street program, in close partnership with community organizations and municipalities, will help develop a set of “Community Transformation Strategies” connected to long term change.

For example, a community may decide that it wants to become a regional hub for arts and culture, and may develop a series of strategies that will help them achieve that vision. They may identify as key strategies working with local artists to develop a co-op gallery, supporting the rehabilitation of buildings on Main Street to become home to arts-related uses, and implementing a series of lighter, quicker, more affordable arts-related events to draw out and engage the community.

With a set of strategies in place, the organization will then assess what kinds of activities, resources, people-power across the Four Points (Design, Economic Vitality, Promotion and Organization) will be necessary to bring the strategy to life. Progress will be measured by economic metrics and quality outcomes, which will allow more flexibility in the organizational model of the local Main Street program and the efforts of community revitalization.

## PROCESS

### COMMUNITY VISIONING

Visioning should be a community driven process that brings stakeholders from all sectors together, inviting them to be proactive participants in the revitalization process. This can provide a foundation for outlining the community’s own identity, expectations, and ideals while confirming real and perceived perceptions, needs and opportunities.

### COMMUNITY TRANSFORMATION STRATEGY

Typically, communities will find two or three Community Transformation Strategies are needed to help reach a community vision. A short term strategy could be to develop a public program like murals or engage local students for public projects. A long term strategy could be to develop new zoning codes which promote types of buildings such as tiny homes without requiring special permits. The work within any strategy would integrate the Four Points (Organization, Economic Vitality, Promotion, Design).

### IMPLEMENTATION AND MEASURE

To succeed, a Main Street program must show visible result that can only come from completing projects. Short term and long term activities should add up to meaningful change. A Main Street program should be able to demonstrate wise use of resources, which translate to real change on the ground: new jobs added, new businesses open and buildings being rehabilitated as an example of metrics of success. Any strategy should be thought of as a way to support the community’s vision with meaningful, measurable outcomes and not outputs.





## COLORADO MAIN STREET PROGRAM SERVICES

The following is a list of services provide by Colorado Main Street staff. This list is not comprehensive, but should provide a general understanding of the basic services provided. Services are available to communities upon request and availability of the Colorado Main Street staff and other resources.

### TRAINING

#### MAIN STREET 101

##### Available to any Colorado community

Colorado Main Street program can visit your community and provide a brief overview of the Colorado Main Street program and the overall approach to downtown revitalization. Ideally various community organizations and community members would attend the meeting and come to the meeting having viewed the information available on the Colorado Main Street website.

#### QUARTERLY MAIN STREET TRAININGS

##### Available to all tiers and Affiliates

Colorado Main Street offers four quarterly Main Street trainings to all of our Main Street communities. Each of the trainings covers one of the four points and all staff, board members and volunteers are welcome to attend based on the space available.

#### MAIN STREET SUMMIT

##### Available to all tiers

The Main Street Summit is a gathering of Colorado Main Street community key players. This summit provides an opportunity to learn from peers, discuss available resources, and get updated on current best practices. The Summit is one of the four quarterly trainings and will likely be coordinated with other partner conferences or training events.

#### SPRING TRAINING

##### Available to all tiers and Affiliates

Spring Training is a one to two day learning event that teaches the basics of the Colorado Main Street Program to all new Main Street Candidate communities. Attendance is encouraged for interested communities as well as new board members, staff and other interested volunteers of existing Main Street communities.

#### BOARD AND/OR NEW MANAGER ORIENTATION

##### Available to all tiers

Orientation to the Colorado Main Street program is important for new board members and new Main Street Managers to be sure they fully understand the mission and requirements of the program. When a new community enters the program, or an existing Main Street community has significant turnover in their board, Colorado Main Street staff can provide an orientation for the



board. Orientation is also offered to new Main Street Managers to be sure they understand the program requirements, services and overall mission.

## ANNUAL VISITS

### Available to all tiers

Each year Colorado Main Street staff visits all local programs, including new communities. The purpose of this visit is to ensure the local program continues to build capacity by progressing through the tiers of the Colorado Main Street Program. Also, to create a robust, yet realistic, work plan with measurable outcomes for the coming year based off of the community's vision and agreed upon transformational strategies. This process will help determine projects where volunteers and contractors could be utilized as well as the potential use for next year's mini-grant. Colorado Main Street Program staff will review the Memorandum of understanding (MOU), quarterly reporting requirements, and also review the local program as required by the National Main Street Center (NMSC) to determine how they meet the NMSC's 10 Standards of Performance to earn designation from the NMSC. See Appendix A.

## UNDERPERFORMING COMMUNITY ASSESSMENTS

### Available to all tiers

When a local Main Street program is identified as stagnant or underperforming it will be reviewed by a review team. The review team will be a combination of Colorado Main Street staff, Advisory Board members, local Main Street Managers, DOLA staff, and or consultants based on the needs of the community. This review will help to identify why the local program is not moving forward and how to fix those issues. An action plan will be the result of this review and it will specify recommendations for the community and an appropriate timeframe. The action plan will also include outcomes for not achieving the recommendations set forth in the plan such as a reduction in services (mini-grants, scholarships, consulting services) or moving down a tier from their present position in the program.

## RESOURCE TEAM VISIT

### Available to all tiers

Resource Team Visits are used for communities needing a new multi-year strategic plan and are also useful to help communities continue to progress through the program tiers. Colorado Main Street staff provides this service and will work with the local program to determine the appropriate timing and scope of the visit. These visits are typically about two to three days. A Resource Team typically includes DOLA's Colorado Main Street staff and specialists chosen specifically to meet the community's needs and to make recommendations that incorporate each of the four points.

The Resource Team visit is an opportunity to glean insight and expertise from Main Street specialists and for the community to see itself through outside eyes. This visit results in a Resource Team Report which is meant to serve as a three- to five-year guiding document for the Main Street program. The local program may consider this report to be a multi-year strategic plan or may choose to adopt the report's recommendations into local planning efforts.



## CONFERENCE SCHOLARSHIPS

### Available to all tiers

Based on available funding, the Colorado Main Street program offers scholarships annually to conferences such as the National Main Streets Conference, the Downtown Colorado, Inc. annual conference, the Colorado Preservation, Inc. annual conference and potentially others relevant to Main Street. The scholarship may be partial or full and can be used by new staff, board members or dedicated volunteers. This is a great opportunity to learn all about the Main Street approach, national best practices and to network with other Main Street staff, board members and volunteers. Preference is given to new local Main Street program staff, board members and dedicated volunteers who have not yet attended a conference.

## NONCOMPETITIVE MINI-GRANTS

### Available to all tiers

Colorado Main Street offers non-competitive mini-grants to our Candidate, Designated, and Graduate communities annually. These mini-grants are based on available funding each state fiscal year and require a 25% match. The funds may only be used for planning, training, and physical improvements – not for operational costs. The item must also be listed on the community's submitted annual work plan. To apply for a mini-grant, you must fill out an application (found on our website).

## COMMUNICATIONS

### ACCESS TO NEWSLETTER AND SOCIAL MEDIA

#### Available to all tiers and Affiliates

Colorado Main Street publishes a quarterly newsletter full of best practices, events, community highlights, and tips and ideas for downtown revitalization. This publication is available on the Colorado Main Street website as well as through an email list open to the general public. Contact Colorado Main Street staff to be added to the list. In addition, Colorado Main Street hosts a Facebook page to publicize events, trainings, interesting articles and more. Anyone can follow the Colorado Main Street program on Facebook. These two resources help publicize communities within the Colorado Main Street network.

### AWARDS

#### All tiers are eligible

Colorado Main Street recognizes various achievements throughout the year such as the Main Street of the Year. Some awards are competitive while some are chosen by Colorado Main Street staff and the Advisory Board.

### MAIN STREET MANAGER'S THINK TANKS

#### Available to all tiers

Think Tanks are conference calls jointly hosted by Colorado Main Street staff and a Main Street manager. The purpose of these calls is for the network of Main Street managers to be able to discuss issues, best practices, and upcoming events.



## **MANAGERS' LISTSERV**

### **Available to all tiers**

This listserv is for local Main Street Managers and appropriate staff. This tool can be utilized to quickly communicate questions, issues, best practices and other items of discussion.

## **TECHNICAL ASSISTANCE AS RELATED TO MAIN STREET WORK PLANS**

### **Available to all tiers**

The Colorado Main Street Program can provide training and technical assistance to Candidate, Designated and Graduate communities. These services are discussed during annual visits and are incorporated into local program's work plans.

One service that is vital for all Main Street communities is community visioning and strategic planning. The strategic plan should address the community's vision and incorporates the Four Points. The general process of identifying community transformational strategies is described in the above section in the document titled *Description of Community Transformation Strategies*.

## **PRESERVATION ARCHITECTURAL SERVICES**

### **Available to all tiers**

The State Historical Fund provides a grant to fund the Colorado Main Street Architect. The architect can help the local government and private property owners upon request through the local Main Street program with historic building. See the Architectural Assistance Request form on the Colorado Main Street website for more information.

## **CDOT SIGNS**

### **Available to Designated and Graduate**

Highway signs with the Colorado Main Street logo are available to Designated and Graduate communities. The local program suggests locations along the entryways to the Main Street district and CDOT installs the signs. These signs help identify your community as part of the Main Street network and a great place to visit.





## IMPORTANT DATES FOR MAIN STREET COMMUNITIES

Date	Action	Notes
<b>Important Dates</b>		
<b>January</b>		
15	Quarter 4 reports due (previous calendar year)	
31	Signed Memorandum of Understanding (MOU) due	
31	Local Main Street work plan due	
<b>February</b>		
Varies	Spring Training	
Varies	Quarter 1 training	Webinar
Varies	Colorado Preservation Inc. Saving Places Conference	In Denver
<b>March</b>		
1	Colorado Main Street Mini-Grant application due	
Varies	Advisory Board Meeting	
<b>April</b>		
1	History Colorado – State Historical Fund Grant deadline	Draft grants due 4-6 weeks prior to deadline
15	Quarter 1 reports due	
<b>May</b>		
All month	Historic Preservation month	
<b>June</b>		
1	Scholarship application due for DCI Annual Conference	
Varies	Quarter 2 training	Webinar
<b>July</b>		
1	Candidate applications to Colorado Main Street Program due	
15	Quarter 2 reports due	
Varies	Advisory Board Meeting	Review Candidate Applications
<b>August</b>		
1	Main Street of the Year application due	
<b>September</b>		
Varies	Quarter 3 training	Webinar



<b>Date</b>	<b>Action</b>	<b>Notes</b>
<b>October</b>		
1	History Colorado – State Historical Fund Grant deadline	Draft grants due 4-6 weeks prior to deadline
15	Quarter 3 reports due	
Varies	Downtown Colorado Inc. Annual Conference	Location changes each year
Varies	Main Street Summit	
<b>November</b>		
1	Scholarship application due for CPI Annual Conference	
<b>December</b>		
1	Scholarship application due for National Main Street Conference	
Varies	Quarter 4 training	Webinar
Varies	Advisory Board Meeting	
<b>Regular Meetings, Conferences and Trainings</b>		
Varies	Annual Visits to all Main Street Communities	Scheduled between MS Staff, DOLA Regional Managers and Local Program
Varies	Regional Training	Locations vary
Monthly, as needed	Think Tank conference call	Last Wednesday of each month
Varies	National Main Street Annual Conference	Location changes each year





# ORGANIZING YOUR MAIN STREET PROGRAM

## ORGANIZATIONAL TYPES

The exact type of organization chosen for each Main Street program varies from community to community and may change after a few years. Some typical organizing structures include:

### AN INDEPENDENT NON-PROFIT ENTITY

The local Main Street program may be a 501(c)(3), 501(c)(4) or 501(c)(6) organization depending on its exact mission and the findings of the IRS. Each designation varies somewhat in what activities the organization is permitted to undertake. A 501(c)(3) offers tax benefits for some (but not all) donors. Colorado Main Street has posted a recorded webinar on its website on choosing, attaining and maintaining non-profit status. All non-profits are governed by a board of directors, must adopt bylaws, and must comply with financial reporting requirements.

### MAIN STREET PROGRAM EMBEDDED IN ANOTHER ORGANIZATION

A Main Street program may be embedded in another organization, such as an economic development corporation, a local government, or a Downtown Development Authority (DDA). In this case, the Main Street program should have its own advisory board that oversees Main Street activities, and should have its own budget and sources of revenue. In some cases the board may serve as the Main Street board, and working groups can be developed under the board.

### A CHAMBER-MAIN STREET ORGANIZATION

In smaller towns, or in towns with strong downtown business districts, it may make sense to combine a Chamber of Commerce and a Main Street program. This can be done by either unifying both programs under one board, or by having a Main Street governing board and program housed within the larger organization. Keep in mind that there may be conflicts between the two organizations' missions and philosophies.

### A COALITION OF TWO ORGANIZATIONS

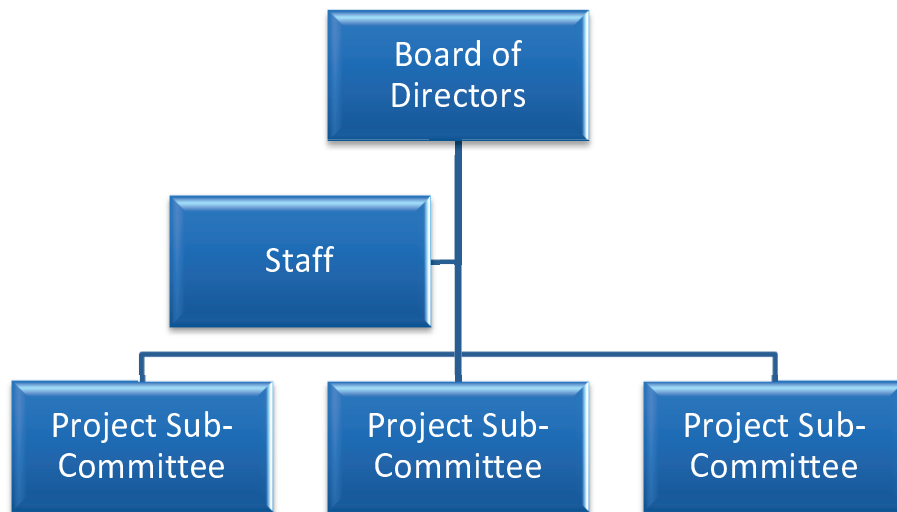
In some cases, a Main Street program may be a coalition of more than one organization. One example of this is an existing merchants' group serving as the Promotion point for a Downtown Development Authority Main Street organization. In these cases, it is important to clearly define responsibilities, clarify funding and fundraising, and keep strong communication between the entities and staff.





## PROGRAM STRUCTURE

Regardless of the organizing structure chosen above, there is one recommended organizational model. This includes having a board who serves as main stakeholder group and individual project-based sub-committees, task forces and/or existing organizations. This structure can be developed further to reflect community needs. A Main Street Manager/staff is only required as a Designated and Graduate community and may be a full- or part-time position depending on the size of the community.



### BOARD OF DIRECTORS OVERVIEW

The board is the governing body of the local Main Street program, providing strategic direction, making decisions on budget and staff, and serving as ambassadors for the program. If the program is an independent non-profit organization, Board Members will have fiduciary responsibilities. Main Street boards are generally considered working boards, and members' commitments of time (generally 5-10 hours monthly beyond attending meetings) should be outlined in a position description (see Appendix B for a sample).

Board procedures, including electing of the president and vice-president, should be outlined in the adopted by-laws (sample by-laws can be provided by Colorado Main Street). It is also helpful to have a system for succession so someone is knowledgeable and ready to step in if the Chair/President leaves the organization.

The board chair or president (not staff) runs meetings, often using Robert's Rules of Order (or a loose interpretation thereof). It is important that the board make clear decisions and give clear direction to staff, although it is generally the president/chair who works most closely with staff. Likewise, it is helpful for staff to deliver a written report prior to each meeting. The board treasurer will track finances and deliver a financial report at each meeting, and the board secretary may take minutes.

Some boards select an executive committee (generally the officers - president, vice-president, secretary and treasurer) to make certain decision, such as regarding staffing, but this is not necessary for many smaller organizations.

It is also desirable to strive for diversity (i.e. depending on the make-up of your district, you may strive to include a retailer, employer, property owner, restaurateur, and community resident). The board may contain ex-officio members representing certain organizations (such as the local government, Chamber of Commerce, etc.) and these may be voting or non-voting members. It is generally recommended that boards are kept to a manageable size (no more than 9 or 11 members, and smaller is fine) so not every partner need be represented on the board. All in all, remember that this is a working board and should include those who want to roll up their sleeves – not necessarily those who are prominent in town and have many other responsibilities.

Board members, not staff, should take the lead in fundraising as they are the ambassadors of the organization.

### **Main Street Boards should represent these five important groups:**

- **Workers** who will be willing to roll up their sleeves and actively participate in the implementation of the program;
- **Wisdom** which will be used to further the mission of the local program;
- At least one **worrier** who will act as the reality check for the rest of the Board;
- Every Main Street Board needs to have **wealth** and needs to know where to get it; and
- Every Main Street Board should be **representative** and inclusive of the community.

### **The Main Street Board, as a group, is responsible for:**

- **Raising funds** needed to operate the local program. This is not a responsibility of staff;
- Being walking, talking **advocates** for the program;
- Being **accountable** to the community for success of the local program and for using its human and financial resources wisely;
- Setting **strategic direction** – both long- and short-term including approving annual work plans;
- Establishing **policies** for the program; and
- Making **personnel** decisions – hiring, evaluation, and dismissal of staff.

### **Individual Board Members' roles are:**

- To **participate** with knowledge, labor and money;
- To **attend** monthly board meetings and complete assigned tasks;
- To **understand** the mission of the local program and actively promote its goals;
- To **support** the decisions of the Board; and
- To devote time necessary to attend **educational** opportunities relating to the program and downtown development.

### **HOW THE FOUR POINTS RELATE TO BOARD AND VOLUNTEER ACTIVITIES**

The point of **Organization** plays a key role in keeping the board, staff, volunteers, and program-of-work in good shape by attracting people and money to the organization. The point of Organization focuses on:

- Fundraising – from projects and administration, from donations, sponsorships and grants;



- Managing staff and volunteers – by maintaining a volunteer list, recruiting people, supervising them, and rewarding good work;
- Promoting and communicating about the program – to downtown interests and the public;
- Creating partnership – with other community organizations; and
- Managing finances – by developing good accounting principles.

The point of **Promotion** is geared toward promoting the downtown as the center of commerce, culture, and community life for residents and visitors alike. The point of Promotion focused on:

- Understanding the changing market – both potential shoppers and your competition;
- Building on downtown assets – including people, buildings, location, heritage and institutions;
- Defining Main Street’s market niche – its unique position in the regional marketplace;
- Creating NEW image campaigns, retail promotions, and special events – to lure people back to downtown; and
- Marketing the downtown through branding, print materials and online.

The point of **Design** plays a key role in shaping the physical image of Main Street as a place attractive to shoppers, investors, business owners, visitors and residents. This is done by focusing on:

- Providing good design education and advice, through professional resources where available, to encourage quality improvements to private buildings and public spaces;
- Planning Main Street’s development – guiding future growth and shaping regulations through engagement with stakeholders and local government;
- Motivating business and property owners to make changes – linking business and building owners to available incentives, creating new incentives, and targeting key projects;
- Being a steward of public spaces within the district;
- Facilitating the rehabilitation of existing private buildings and the creation of new buildings compatible with the district; and
- Enhancing the walkability and ambience of the district – beautification, building facades, streetscape, parking, and signage.

The point of **Economic Vitality** is to understand the market, identify new market opportunities for the district, link business owners with available business assistance, find new uses for historic commercial or residential buildings, and stimulate investment in private property. This point focuses on:

- Learning about the district’s current economic condition and identifying opportunities for market growth;
- Strengthening existing businesses and attracting new ones;
- Finding new economically viable uses for traditional Main Street buildings;
- Developing financial incentives and capital for business development and possibly for building rehabilitations; and
- Monitoring the economic performance of the district.

