



# Downtown Colorado, Inc.



## Leadville Downtown Assessment April 28<sup>th</sup>-29<sup>th</sup> , 2014

# 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

Leadville



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# Why Downtown?



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# Downtown Assessment Process

Public Sector



Service

Providers



Businesses &  
Residents



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# Team Members

Katherine Correll, Downtown Colorado, Inc.

Christy Culp, Department of Local Affairs

Will Kerns, Open Plan

Elena Scott, Norris Design

Jamie Shapiro, Downtown Colorado, Inc.

Tim Stroh, DOLA, Colorado Main Street

Stephanie Troller, DOLA, Colorado Main Street

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# Thank you participants!

- Business Owners
- Chamber of Commerce
- City of Leadville
- City Council
- Colorado Mountain College
- Colorado Workforce Center
- County Commissioners
- Delaware Hotel
- Grand West Lodge
- High Mountain Institute
- Historic Preservation Commission
- Full Circle
- Lake County
- Lake County Build a Generation
- Lake County Public Schools
- Lake County Parks and Rec
- Leadvilletoday.com
- Leadville Planning and Zoning Commission
- Lake County Public Works
- Lake County Planning and Zoning Commission

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# Thank you participants!

- Lake County Tourism Panel
- Leadville Lake County Economic Development
- Leadville Race Series Lifetime Fitness
- National Mining Museum and Hall of Fame
- Parkville Water
- Property Owners
- Residents
- Ski Cooper
- St. Vincent Hospital
- Tabor Opera

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# Focus Group Observations

- Residents love the small town community, supportive environment and tremendous natural beauty.
- There is tension between the heritage community and the outdoor community.
- Colorado Mountain College is a huge asset, which is not fully utilized.
- Leadville has rich cultural assets and historic buildings, but many of the museums are closed during the winter.
- There is demand for more diverse restaurants downtown.
- Crossing Harrison Street can be difficult.
- There are strong events in Leadville that draw significant numbers of people.
- City ordinances and codes are not well known or understood.
- Leadville faces the challenges of a seasonal economy.
- Leadville has unbelievable amenities for a community of its size.

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**..and thank you to our  
hosts and sponsors!**

**Leadville**



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# IMPLEMENTATION FRAMEWORK

**Financing**

**Volunteers**

**Partners**

**Marketing**

**Events**

**Collateral Material**

**Retention & Attraction**

**Streamlined Processes**

**Market Analysis**

**Streetscape & Signage**

**Planning & Zoning**

**Historic Preservation**

**ORGANIZATION**

**PROMOTION**

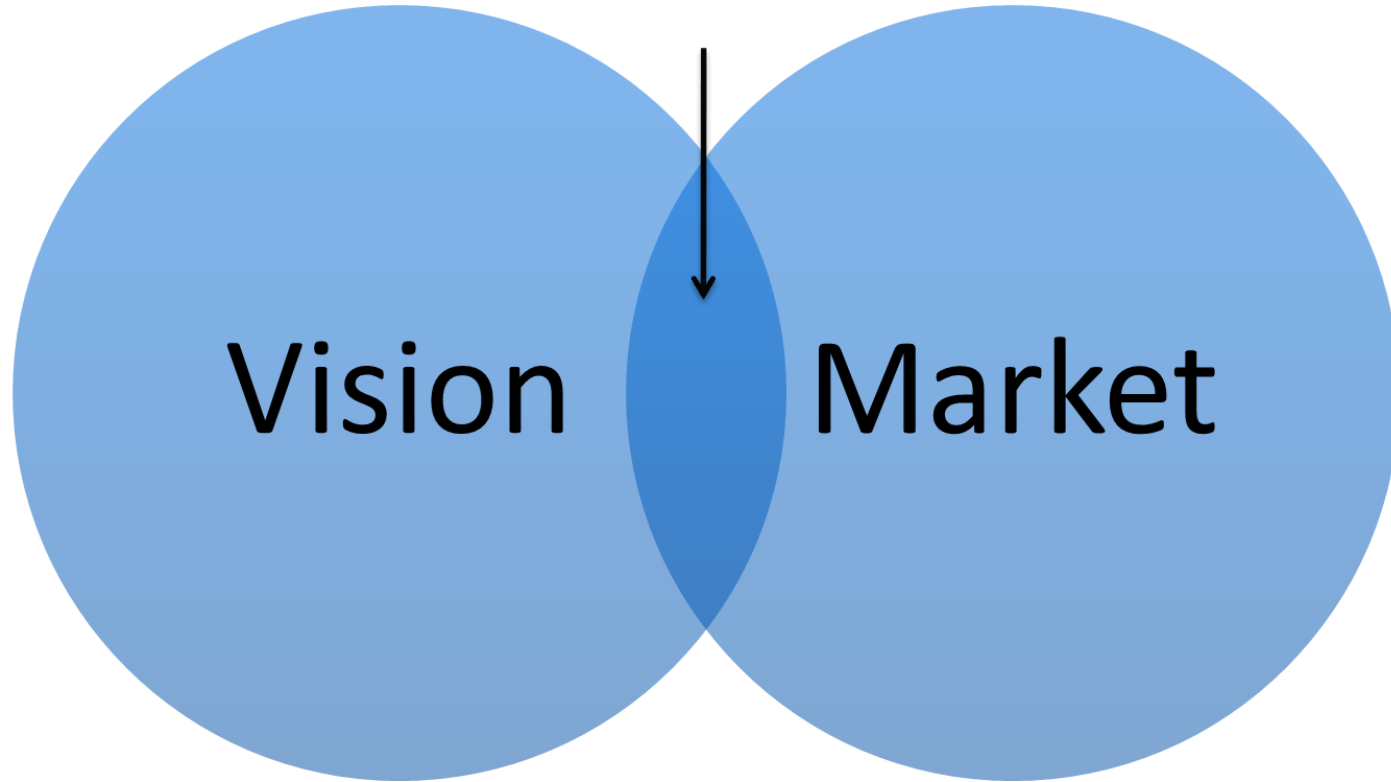
**ECONOMIC  
DEVELOPMENT**

**DESIGN**

**Community Engagement**

# Getting Direction

This is our opportunity area!

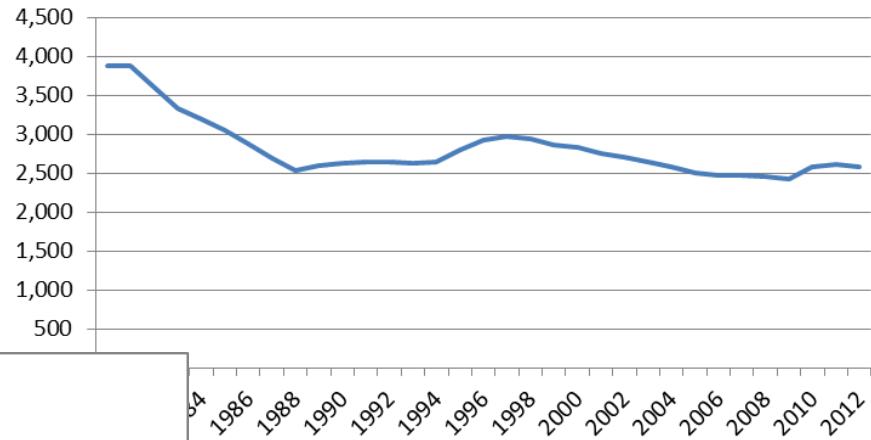


Leadville

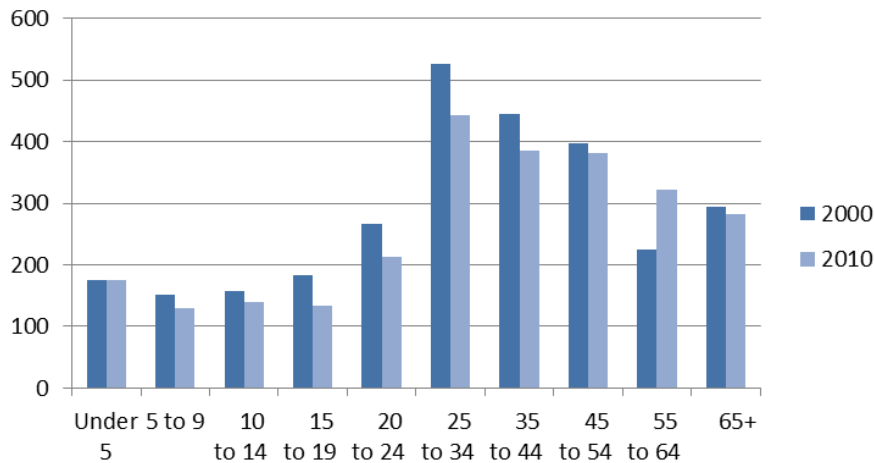


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### Leadville Population 1980-2012



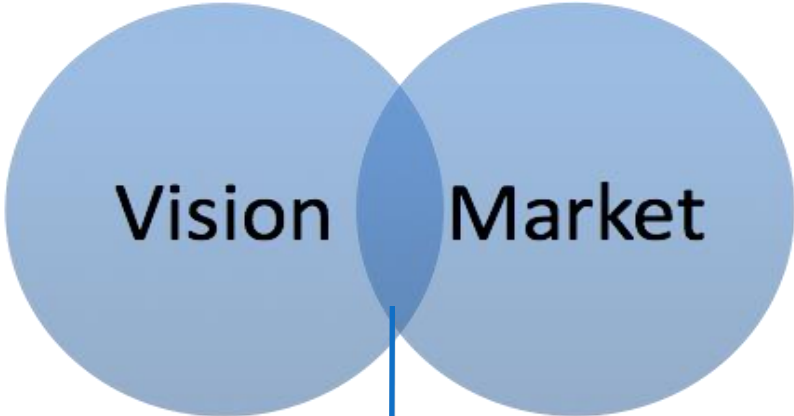
### Leadville Population by Age



# Leadville



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**PHYSICAL  
IMPROVEMENTS**

**ECONOMIC/  
BUSINESS  
DEVELOPMENT**

**MARKETING/  
COMMUNICATIONS**



**HOW DO WE FUND IT & GET IT DONE?**

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

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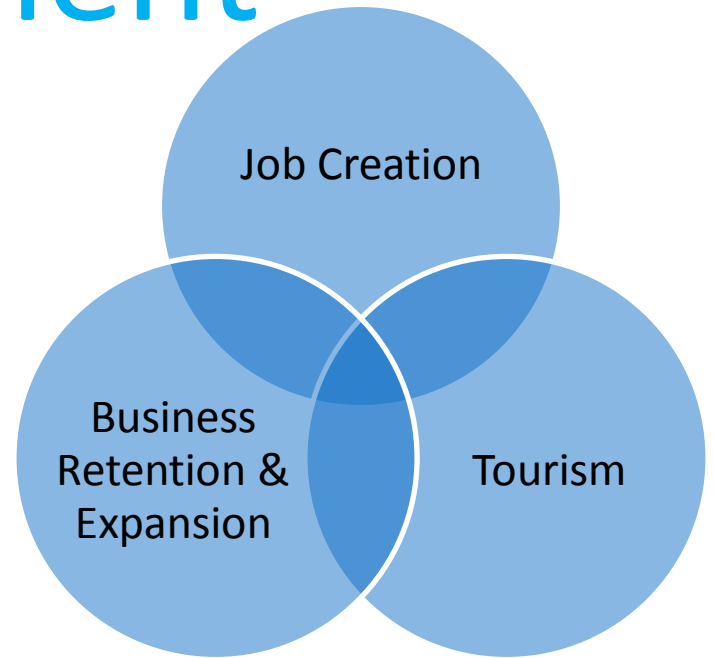
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# Management

Communication



Partnerships



Strategic  
Collaboration

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**Observation:** The leadership should shape the vision.



**Recommendation:** Take time to plan instead of putting out fires.

- Council Retreat.
- Set short and long-term objectives for the community..



**Observation:** The community has developed collaboration at the County and City Government level.

**Recommendations:**

- Institutionalize the relationship between governments to ensure cooperation when administrations turnover.
- Include formal liaison roles that remain despite turnover.
- Reconvene city and county meetings. The Leadville Coalition served a lot of functions and some are not being filled.
- Formalize Coffee Meetings.



**Observation:** Multiple governments and organizations can be difficult to understand.

## **Recommendations:**

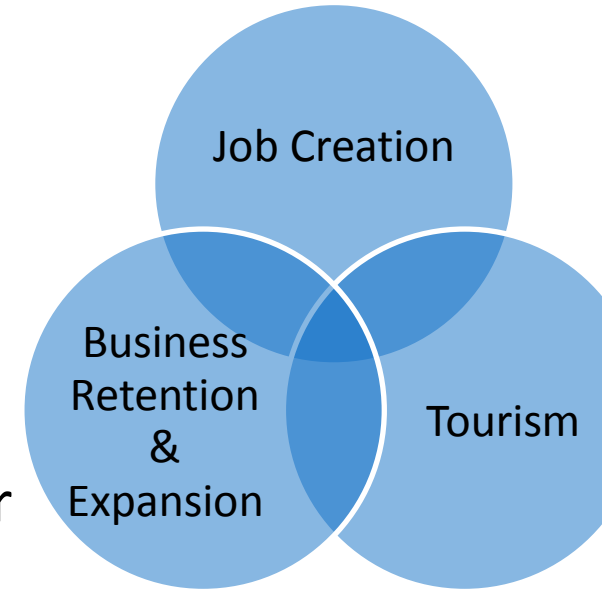
- Engage in a process to outline:
  - Relationships between various governmental and business support organizations.
  - Steps that a citizen or business needs to take to access services.
  - Key contacts in the process.
- Ensure that this information is clear and consistent with practice and post it everywhere.
- Consider instituting a Citizens Leadership Academy in Leadville/Lake County.

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## Recommendations:

- Consider a dialogue to outline the roles of the Chamber, EDC, and Tourism Board to ensure that you are not duplicating work. Ensure that the following areas are covered:
  - Marketing and branding the community.
  - Business attraction and retention.
  - Focusing on primary job creation/affordable housing/transit.
  - Organization that synchronizes planning for events.
- Assess the benefits of the Chamber of Commerce switching to an investor model.



# Office of Surface Mining (OSM) AmeriCorps VISTA

- **Western Hardrock Watershed Team**
- **Goals:** To use environmental stewardship to build local capacity, increase economic opportunity, enhance outreach and education, improve access to healthy living opportunities, and require professional development.
- **1 year position/\$8,000 year.**
- **3 year cycle.**
- **Build capacity** for a nonprofit or community organization.



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**Observation:** Limited resources can lead to burnout and stressed budgets and staff.

## Recommendations:

- Research opportunities for a VISTA volunteer. This position could be housed within the City as a liaison to the HPC, at the Visitor Center, or the EDC.
- Find ways to engage the youth in the community, for example linking historic preservation to youth—painting buildings, a youth council, etc.



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# Cultural Heritage

**Observation:** Training opportunities for existing board and commission members can be used to increase the efficiency of current regulations.

**Recommendation:**

- Strategic placement and make up of board members.
- Recruitment of new board members.
- Educational material and training for boards and commissions.



**Observation:** There is a need to have a clear process on how development of properties is accomplished in town.

**Recommendation:**

- Clear concise permitting process between projects being considered in the city or within the county.
- Educational materials about how to use codes, ordinances or regulatory documents.
- Educational materials about process of development/permit process. Creation of a guide that shows a step by step from start to finish.





**Observation:** The various codes and regulations can be adjusted to fit Leadville's community and culture.

**Recommendations:**

- Amend building codes or design regulations specific to the unique community needs.
- Facilitate annual review of building codes, zoning codes and historic preservation guidelines using professionals and community members alike.
- Regulatory agencies, committees are all part of the economic development process.



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**Observation:** The community loves its historic downtown but the perception is that there is some deterioration of the public right of ways such as sidewalks and facades.

**Recommendations:**

- Safe and Clean.
- Incentives, exploring funding or cash matching opportunities.
- Façade Squads/ paints/ cleaning/ work in progress.



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**Observation:** Lack of integration between recreation and cultural heritage resources.



### **Recommendation:**

- Creation of a Cultural Heritage Master Plan or expanding the Recreation Master Plan to become integrated/inclusive as recreation and cultural heritage.
- Use historic preservation building inventory survey and CLG resources to provide additional information for such work as comprehensive plan.

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**Observation:** There is momentum in the community to promote historic preservation.

**Recommendations:**

- Tabor Opera House rehabilitation – primary goal for the community to support.
- Promotion of good design infill development guidelines.
- Ghost Signs restoration, preservation and new murals integration.



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# Leadville



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Marketing and promotion sells a positive image of the district and encourages consumers and investors to live, work, shop, play and invest in the district.



# Marketing & Promotions



**Observation:** The promotional opportunities available to Leadville are amazing! Celebrate your niche.

**Recommendations:** Identify your special things!

- A killer maple bacon donut is available in Leadville.
- The history is a story to be told.
- The highest city, peaks, golf course.
- Miles and miles of groomed trails for skiing and snowmobiling.



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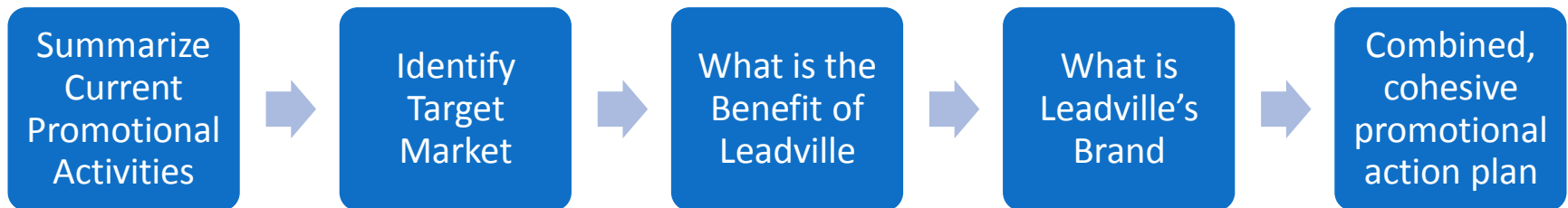


## Observations:

- Target Market
- Benefit
- Brand
- One Voice
- Promotions



**Recommendation:** Form a Promotion Stakeholder Committee.



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**Observation:** Leadville has many outlets for information.

## **Recommendations:**

- Consolidate websites to have one point of contact that can be maintained affordably.
- One site with pages for community partners with links to:
  - Individual organizational sites.
  - Volunteer opportunities
  - Community Map
  - Businesses
  - Recreation opportunities
  - Lodging
  - Fun itineraries
  - Relocation information
  - One calendar for events and fun
  - Government

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# Recommendations:

- Create a volunteer database, complete with job descriptions and organizational needs.
- Create a Wiggio site for volunteers and project management.
- Work with newspaper to create weekly Downtown section.
- Work with the hospital to partner on quarterly newsletter.
- Utilize the monthly bills being sent to communicate with residents and second home owners.

Leadville



**Observation:** There could be more focus on locals.

## Recommendations:

- Create a series of messages to show off assets to locals.
- Continue free days at the museum for locals.
- Develop a shop local campaign for stores and the media.



# Leadville



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Save your local economy...  
*three stores at a time.*



**3** Think about which three independently owned businesses you'd miss most if they were gone. Stop in and say hello. Pick up a little something that will make someone smile. Your contribution is what keeps those businesses around.

**50** If just half the employed U.S. population spent \$50 each month in independently owned businesses, their purchases would generate more than \$42.6 billion in revenue.\* Imagine the positive impact if 3/4 of the employed population did that.

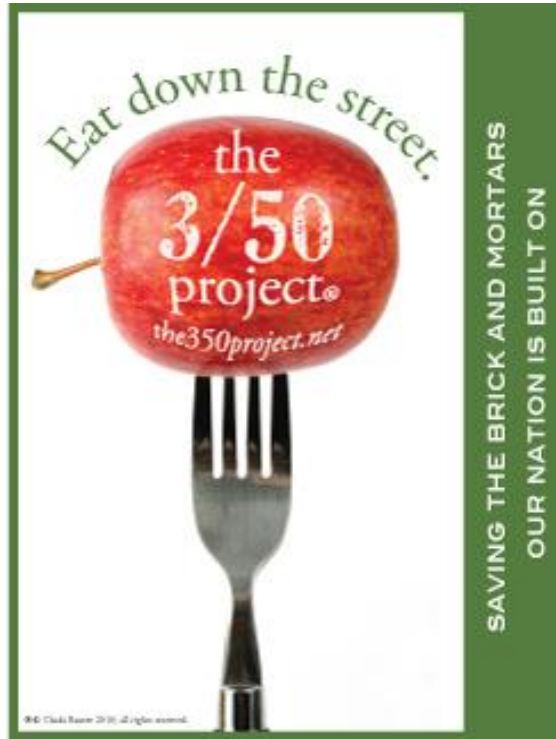
**68** For every \$100 spent in independently owned stores, \$68 returns to the community through taxes, payroll, and other expenditures. If you spend that in a national chain, only \$43 stays here. Spend it online and *nothing comes home.*

**1** The number of people it takes to start the trend...*you.*

*Pick 3. Spend 50. Save your local economy*

*Visit [the350project.net](http://the350project.net)*

© Cinda Baxer 2010; all rights reserved. Proudly supporting RetailSpeaks and independent retailers everywhere.  
 \* Employment statistics courtesy U.S. Bureau of Labor Statistics, 2/6/2009; 68/43 courtesy Civic Economics study, 2008.



*Locals love you*  
**more**

Locally owned, independent merchants return  
 68% of *their* income to *your* local economy.



National chains?  
 43% (or less)

Online sellers?  
 Zip. Zero. Nada.

So...who **really**  
 loves ya, baby?

*Learn more:*  
[the350project.net](http://the350project.net)

™ © The 3/50 Project LLC; all rights reserved. 68 and 43 figures courtesy of Civic Economics.

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**Observation:** History and Recreation go well together.

### **Recommendations:**

- Develop the museum of the week program—heritage, arts, murals downtown, etc.
- Add a quilt exhibit with walking tour through downtown.
- Include historic displays by youth during races and other recreational events.

Every year, Americans spend **\$646 billion** on **outdoor recreation** — on gear, vehicles, trips, travel-related expenses and more. This creates jobs, supports communities, generates tax revenue and helps drive the economy.

### **Cultural and heritage** tourists:

- More frequent business and international travelers.
- Will spend more money on cultural and heritage activities.
- Will travel farther to get the experiences they seek.

# Leadville



**Observation:** There is not a clear strategy for event planning using objectives.



## Recommendations:

- Create community wide objectives for events.  
Consider:
  - Youth, multi-cultural, encourage partnerships, and retail sales.
  - Complete the events matrix and evaluation process annually.







**Observation:** Working together provides a lot more opportunity for marketing.

## **Recommendations:**

- Develop a collaborative marketing programming to identify areas for complimentary advertising.
- Leadville reservations systems would present a community wide system for reservations of different types of lodging.
- Develop some options highlighting day tripping from Aspen, Vail, etc.

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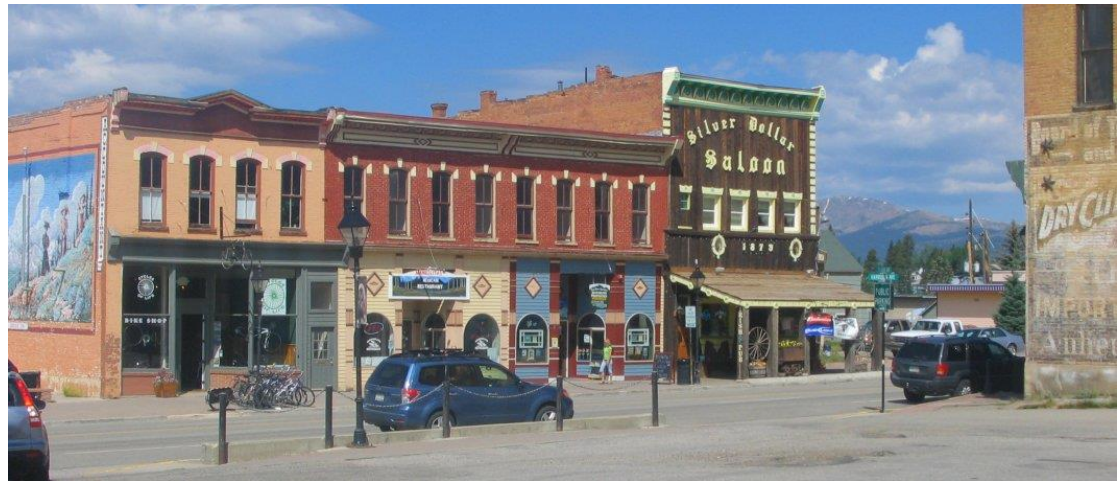
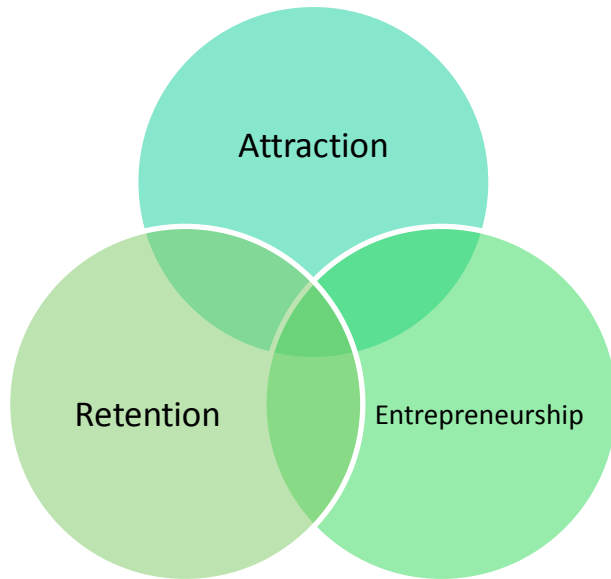


**Observation:** The community would like to better engage with all Spanish speakers.

**Recommendations:** Utilize groups that may be connected or have some links to the Spanish speaking community.

Outreach	Outreach Strategy
<b>Employers</b>	Work with employers attracting newer Spanish speaking residents and employees.
<b>Full Circle</b>	Connect with motivated young leaders and empower them. Will bi-lingual people translate and interpret?
<b>Arts Groups</b>	Identify fun, dancing, musical, visual arts, or design projects that celebrate diverse cultures.
<b>Schools and CMC</b>	Use the school system as a venue to bridge cultural divide. Empower a youth council to identify their priorities.
<b>Churches</b>	Reach out to ministers and identify ways that Latino church communities could be engaged in other church group activities.

Job Growth, Supporting Existing Businesses and increasing revenue, both public and private through sales tax and capital investment.



# Economic Development

**Observation:** There are three components for long term economic stability.

## **Recommendations:**

- Develop a traditional economic development focus to:
  - Attract, retain and grow businesses.
  - Attract primary employers.
  - Consider job creation, affordable housing and transit.
- Focus some effort on the Airport Business Park.
- Advocate strongly for broadband improvements.

**Leadville**



**Observation:** There isn't a clear plan for incentives.

**Recommendations:**

- Develop a business friendly packet to show businesses what resources and incentives are available.
- Foster economic gardening program, including outreach to Latinos, seniors, artists, students, etc.
- Consider a shared commercial kitchen and forming a test business site downtown to incubate new businesses.
- Develop habits of using business downtown through consistent business hours.
- Workforce has a paid internship available for ages 16-21 to train new employees—CMC, high school, etc.

**Observation:** More information will only help you.

## **Recommendations:**

- Continue tracking business permitting processes.
- Consider training on health codes and work with other communities to assess their enforcement processes.
- Start collecting zip codes of customers regularly.
- Work with realtors to highlight opportunities.

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**Observation:** There is a lack of clear resources guides in the community.

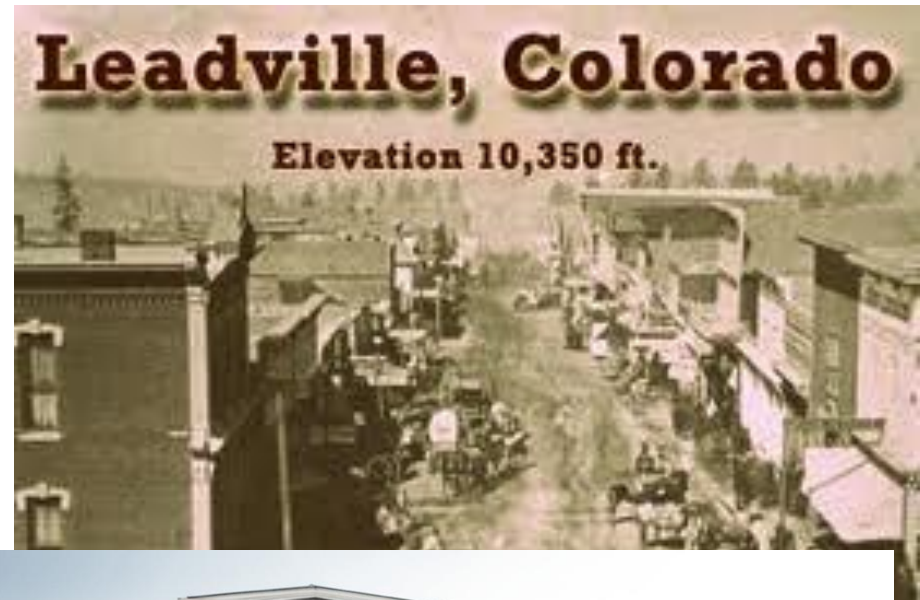
## **Recommendations:**

- Develop a local informational training & educational program to engage locals and students.
- Develop employee and customer services training to educate your businesses and their employees about the products and services available.
- Develop a simple guide for relocating to Leadville with 1<sup>st</sup> time home buyer and business guide materials.

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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:** There aren't distinctive gateways into the City from the north and south.

**Recommendations:**

- Develop new gateway locations and entry signage concept.
- There are some signs on Highway 24 that may cause confusion – the locations could be reconsidered.
- Utilize TODS signs, as they have been proven effective for specific heritage tourism destination sites. Add downtown!
- Create signage opportunities to showcase upcoming events.



## Gateway Signage

- Southbound 24 gateway difficult to see – wrong location?
- No signage specifically for downtown (i.e. “1 mile to Historic Downtown”)
- Locations, consolidation, etc.
- At Fire Station on 9<sup>th</sup> Street frontage

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**Observation:** There is a lack of wayfinding signage in the City.

**Recommendations:** Develop a cohesive system of signage that provides directional guidance to museums, public restrooms, public parking and other community facilities.

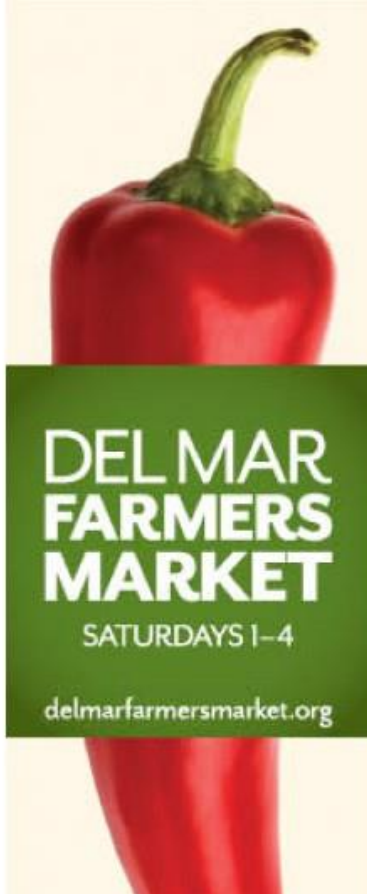
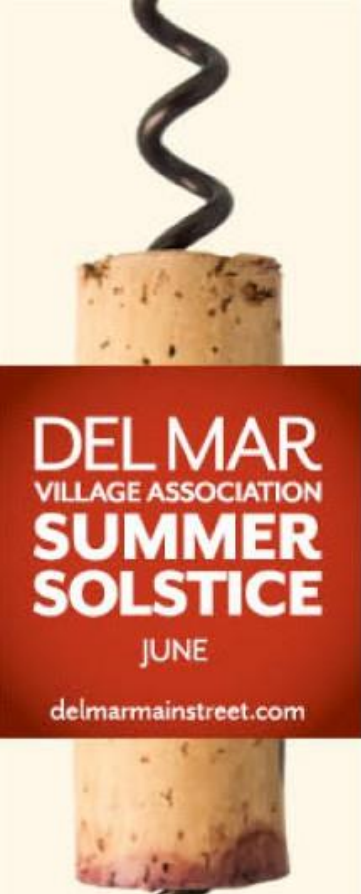


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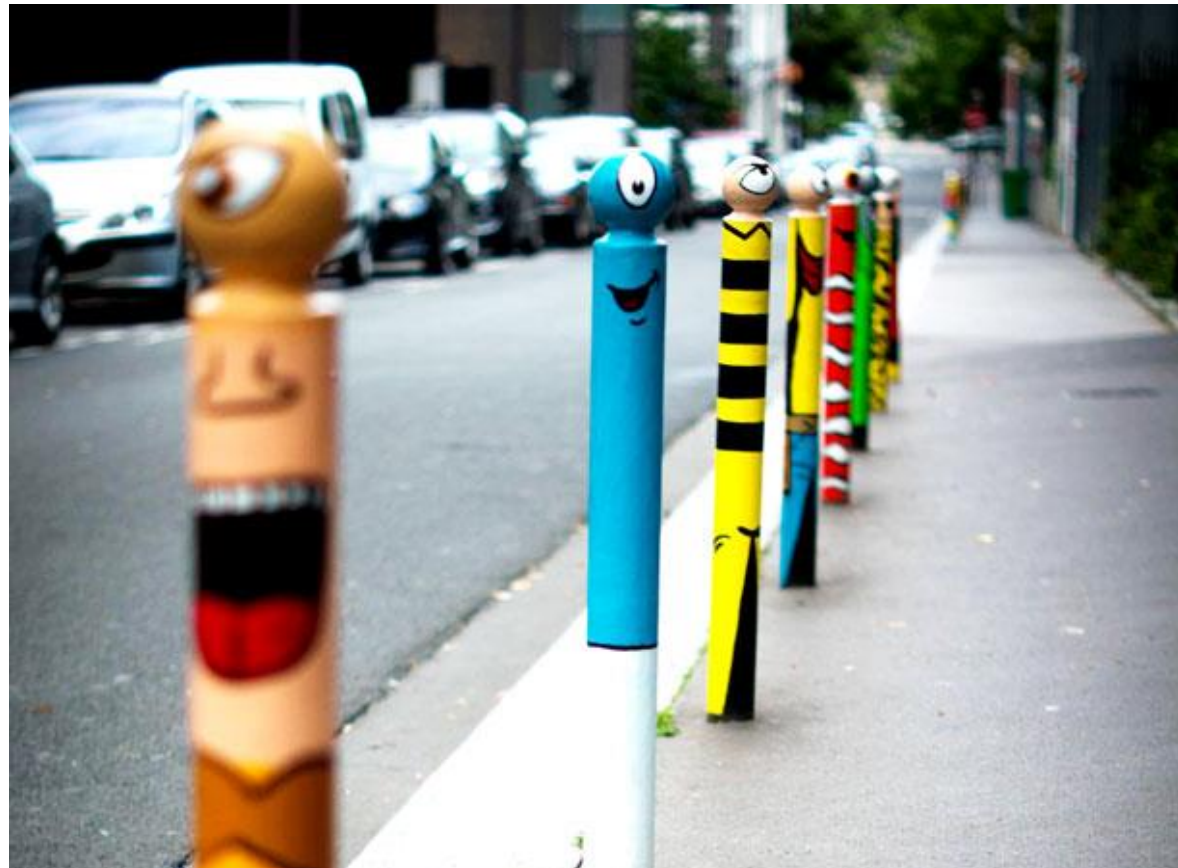


## Visual Cues – Non-traditional gateways

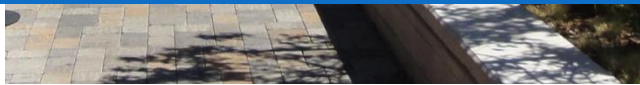
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## Visual Cues – Non-traditional gateways



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**Observation:** The Visitors Center is set too far back from the street, which decreases visibility and overall effectiveness.

**Recommendations:**

- Add additional wayfinding signage, public restrooms and parking.
- Potential to work with Civic Center Association/owner of adjacent church property to relocate Visitors Center and reconfigure parking area.







## Signs in lots of locations....

- Accessibility
- Clarity
- Provide Direction

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**Observation:** The Heritage Museum, National Mining Hall of Fame and Healy House should be more recognized.

**Recommendations:** Explore enhancement of Harrison Avenue between 9<sup>th</sup> and 10<sup>th</sup> including historical markers, additional outdoor exhibits and interpretive signage.



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10th Street

Museum District

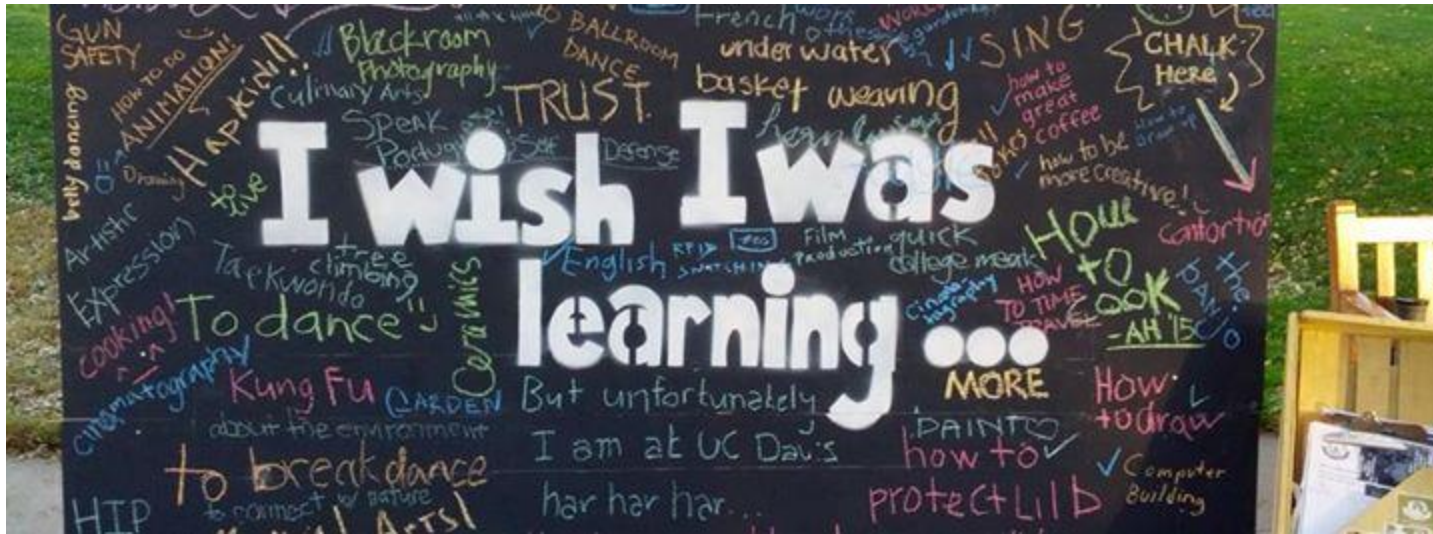
9th Street

Harrison Ave.



**Observation:** There are properties that have been damaged or are vacant that detract from the street character.

**Recommendation:** Until a permanent solution for the properties can be realized, create an opportunity for engagement at the public realm.



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**Observation:** Improve pedestrian crosswalks across Harrison Avenue.

**Recommendation:** Utilize creative community resources to develop painted crosswalks that speak to Leadville's unique character.



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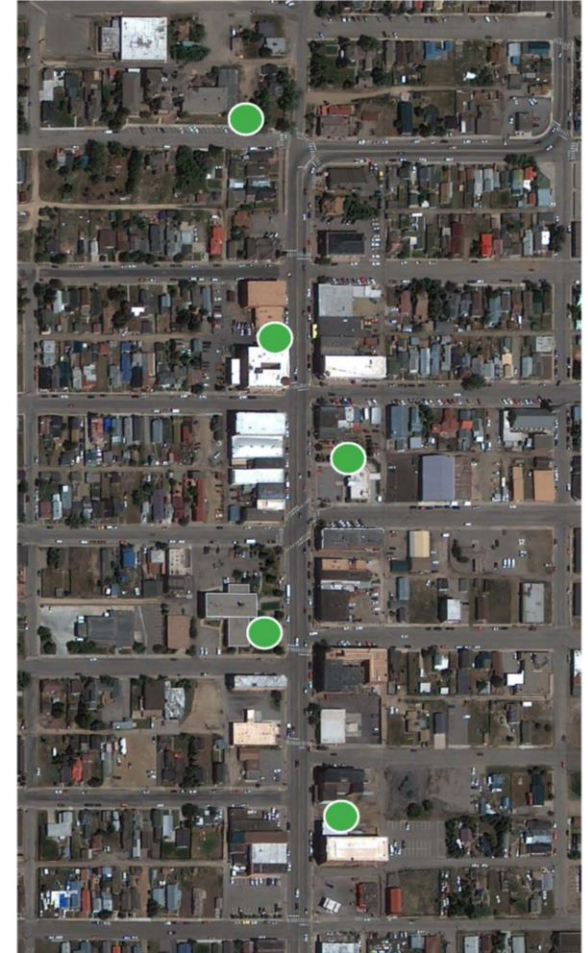
**Observation:** Utilize publicly owned spaces to their fullest potential.

**Recommendations:** Create a plan for pocket parks along Harrison Avenue.

- West Side At Visitors Center
- West Side Between 8<sup>th</sup> and 7<sup>th</sup>
- East Side 6<sup>th</sup> at Bank
- West Side at Lake County
- East Side at 4<sup>th</sup>

Promote uses that will activate Harrison Avenue.

Fun history facts at the public restroom / pocket park at 6<sup>th</sup>.



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# Promote uses that will activate Harrison Avenue.



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# Promote uses that will activate Harrison Avenue.



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**Observation:** Build on concept for local food production.

**Recommendation:** Whether located at temporary or permanent sites, look at opportunities to increase local food production.

Explore the potential to locate on the UP Site on Highway 24 and Monroe Street.



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**Observation:** Implementing the Entertainment District Ordinance could benefit your community.

**Recommendation:** Continue to investigate the opportunities that the Entertainment District could bring to downtown Leadville.



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**Observation:** There is interest in an Entertainment District.

## **Recommendations:**

- You must be able to meet the common consumption zone physical requirements (i.e. easily “enclosed” area that does not cross any motor vehicle traffic).
- You will need an organization to drive with at least one employee approved to spend a large amount of time on an ongoing basis.
- Understand SB11-273 thoroughly and work closely with your local liquor authority and various department heads.
- Make sure you have strong buy-in from the liquor license holders and all other stakeholders involved who will form your board of directors.

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# Greeley Go Cup

- 25 % Increase in sales tax revenue from 2012 to 2013 and approximately 29,000 attendees in 2013.
- Directly responsible for at least two new restaurants locating in the common consumption district.
- Sheds a positive light on Greeley's image and gives attendees a sense of community.



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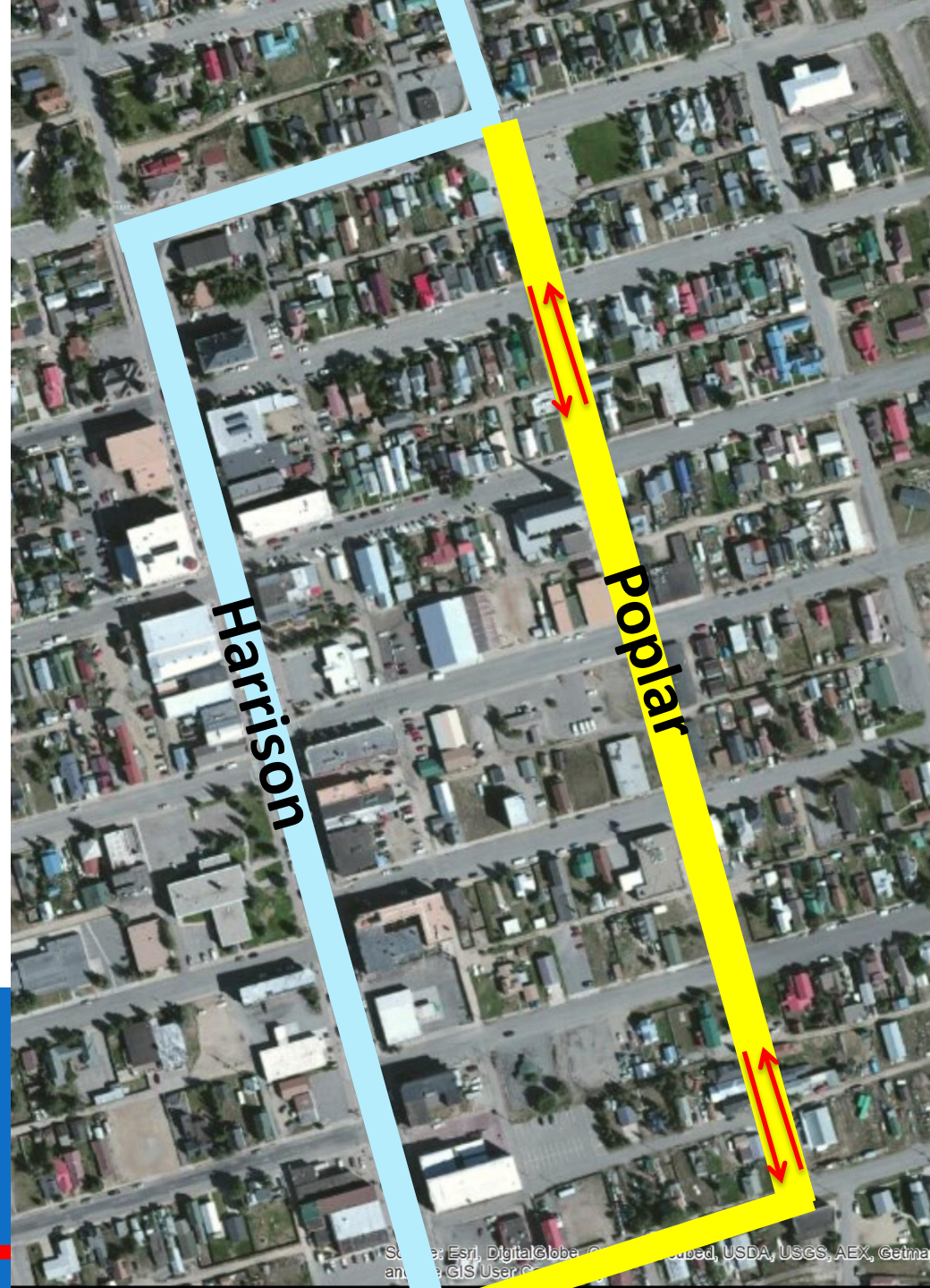
# Transportation and Connectivity



**Observation:** Left turns at 6<sup>th</sup> and Harrison cause some backups in the summer.

**Recommendation:** Open Poplar Street to two way traffic which will alleviate traffic on main street and activate Poplar Street as an additional commercial corridor.

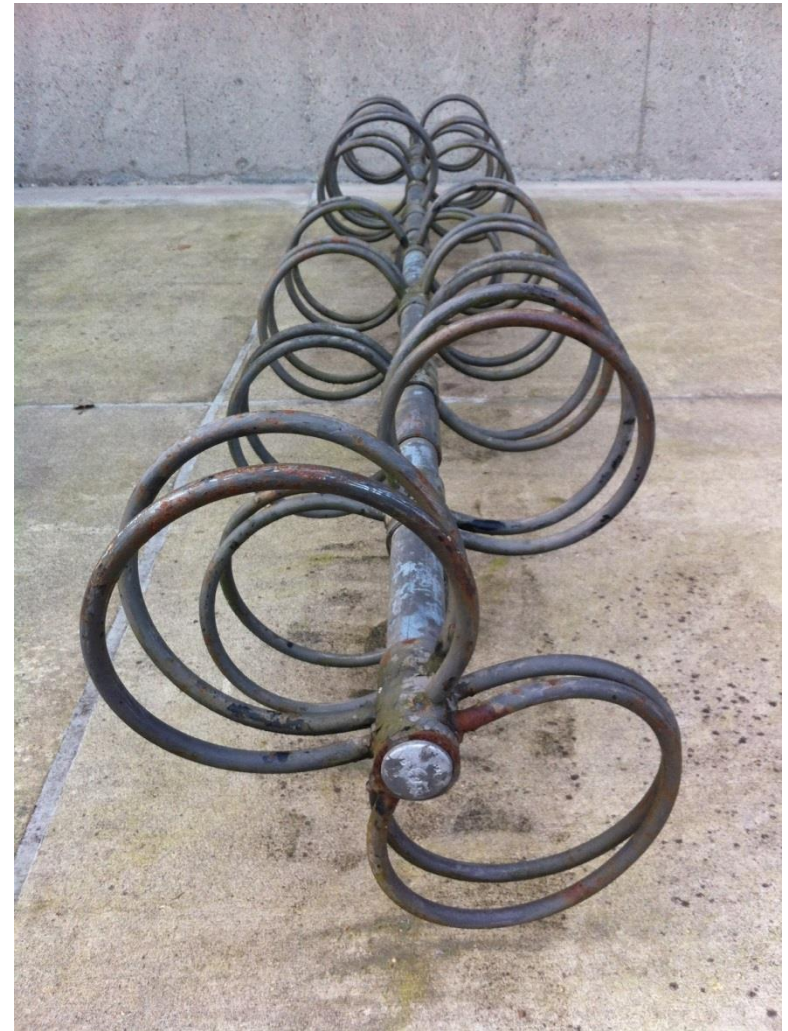
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**Observation:** There is a perceived lack of bicycle parking in town.

**Recommendations:** Allow local craftsman and artisans to design, build and site bike racks throughout town.



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**Observation:** OHV users are an important economic and tourism component for Leadville.

**Recommendations:** Allow OHV access on certain trails around town. Create a multi-user trail education strategy. Work to designate additional areas east of town as OHV , as well as the designation of a Leadville to Cottonwood Pass OHV trail.



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**Observation:** Leadville is disconnected from Turquoise Lake on a Bicycle/Pedestrian level.

**Recommendations:** Plan a multi-use trail from Leadville to Turquoise Lake, which could utilize an existing roadway alignment along CR-4.



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**Observation:** Sidewalks in town are inconsistent and not always ADA compliant.

**Recommendation:** Create a Leadville sidewalk plan that uses context appropriate facilities, and upgrades Leadville's existing sidewalk system to be both consistent and ADA compliant.

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**Observation:** Leadville could benefit from regional trails.

**Recommendation:** Continue trail planning efforts for the Freemont Path trail from Leadville to Copper Mountain, examine feasibility of a Leadville to Buena Vista trail.

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**Observation:** Leadville lacks adequate transit accessibility.

**Recommendation:** Create an in town shuttle system that makes connections to popular destinations in Leadville and also connects to the Summit Stage and Eagle County Transit service.



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# Funding Mechanisms

# Potential Funding Mechanisms for Projects in Leadville

- **Lodging Tax**

Use these funds as a part of a county-wide strategy for attracting visitors. This should work in combination with larger economic development approach. Focus on shoulder seasons.

- **Community Development Corporation**

- Non-profit community organization with public/private orientation.
- Usually 501(C)(3)
- Oriented to advance real estate and business development.
- Provides planning and project development services.

- **WorkForce Training Funds**

On the job and work experience opportunities are available to eligible workers

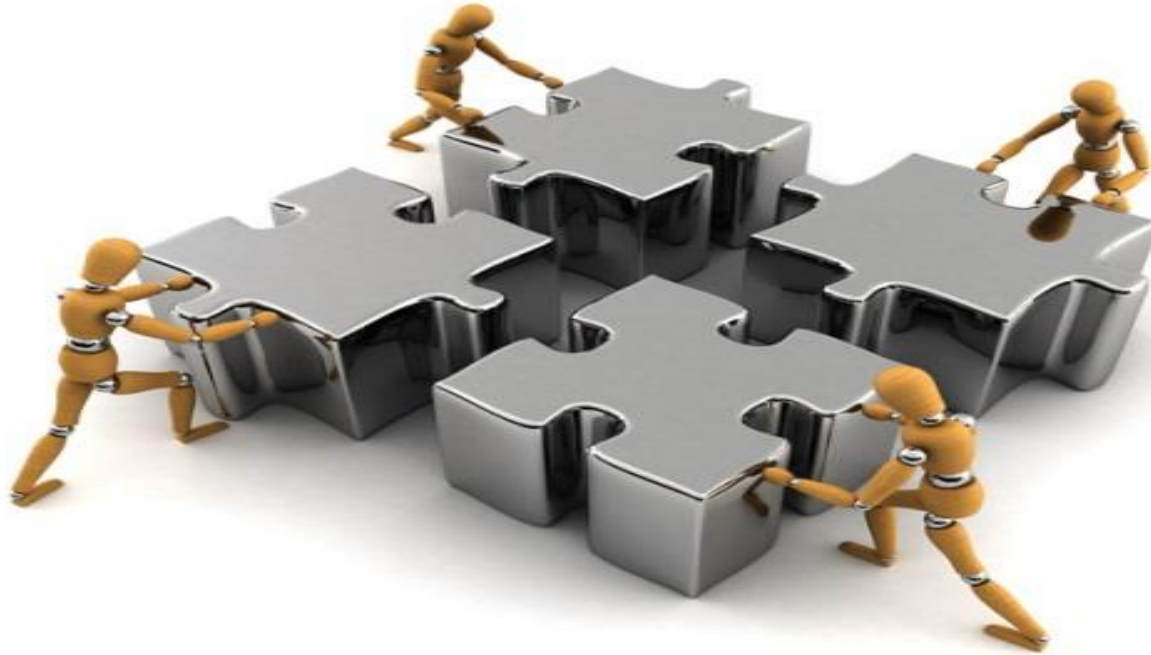
- **Energy and Mineral Impact Funds**

- Administrative Grants for Planning/Engineering services
- Three grant cycles per year, up to \$2million



- **Business license, vending fee**
  - This can help generate revenues for the community and will help in identifying what businesses are located in town.
  - Many times the fees are paid every year.
  - These dollars could be earmarked for specific business needs, events, marketing, etc.
  - Vender fees could be viewed or assessed because of the competition to local businesses in town.
- **Consider a Downtown Development Authority (DDA)**
  - Uses Tax Increment Funding - that is not a new tax. The DDA could consider applications for grants for exterior building front façade work on properties within its Downtown Sub-District.
  - Eventually, the DDA could house the Main Street Program.
- **Capitalizing a building and Façade program**
  - This program could provide financial assistance to property owners seeking to renovate or restore their exterior facades and other relevant aesthetic improvements.
  - The Program's objectives are to improve the physical appearance of independent businesses and enhance the viability of businesses located within an Project Area.

# You have the puzzle pieces! How does Leadville fit together?

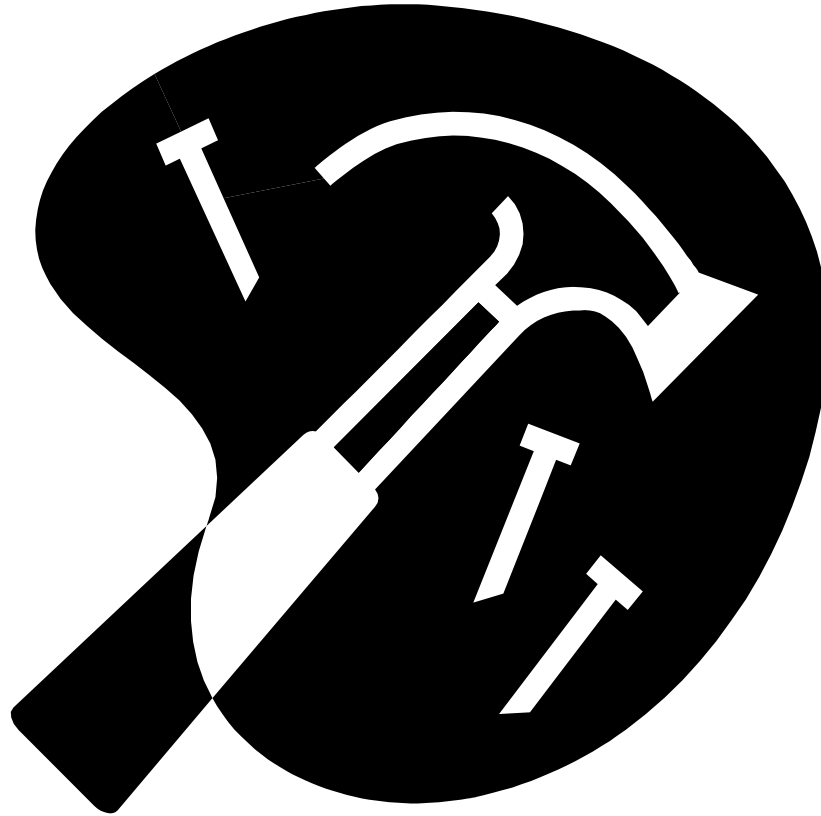


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# What else is in your tool box?



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# Stakeholder Analysis

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

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



# 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	Develop online presence for each businesses	Improved search rating in 6 months	Chamber	Businesses, Youth, Schools

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# LEADVILLE NEXT STEPS

## **1 – 4 weeks after the technical assistance visit**

- Use the presentation to share ideas and spark conversation.
- Plan a follow up meeting to get people together and discuss next steps.
- Develop a means to solicit and collect ideas online.
- Identify ways to cross-promote this summer.

## **4 – 8 Weeks after the technical assistance visit**

- Identify two visible projects that will be noticed around town.
- Develop a survey of skills people might have or want to learn and send it to all participants.

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# Thank you

For more information contact

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