



Downtown Colorado, Inc.



Wellington Downtown Assessment February 24-25, 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

Wellington



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Why Downtown?



Wellington



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Downtown Assessment Process

Public Sector



Service

Providers



Businesses &
Residents



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Team Members

Troy Bernberg, UMB Bank

Katherine Correll, Downtown Colorado, Inc.

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Shay Ives, Department of Local Affairs

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Jamie Shapiro, Downtown Colorado, Inc.

Mike Tupa, UCD Technical Assistance Program

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Thank you participants!

- Boys and Girls Clubs of Larimer County
- Colorado Department of Transportation
- Eyestone Elementary School
- Larimer County
- Larimer County Sheriff's Department
- Rice Elementary School
- River of Life Fellowship
- Wellington Fire Department
- Poudre R-1 School District
- Town of Wellington
- Wellington Business Owners
- Wellington Chamber of Commerce
- Wellington Community Activities Committee
- Wellington Fire Department
- Wellington Methodist Church
- Wellington Middle School
- Wellington Planning
- Wellington Residents

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..and thank you to our hosts and sponsors!

Town of Wellington

Wellington Chamber of Commerce

Wellington Main Street Committee

Wellington



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Focus Group Observations

- There is an abundance of community pride and spirit.
- Infrastructure dictates economic development and physical improvements.
- 33% of downtown is vacant properties.
- 53 property owners between railroad and 6th street.
- Great access to Interstate, railroad, and internet.
- Currently there is more parking than you have need.
- Residents love Wellington's small town feel and community atmosphere.
- Much of the truck traffic on Cleveland is through traffic that doesn't stop.
- Population appears to be growing over the next ten years.
- Wellington is seen as a bedroom community for Fort Collins.
- There is a need for more youth activities and engagement.
- Downtown restaurants are very popular; there is demand for additional restaurants, especially a Chinese restaurant.
- Fantastic school system!

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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

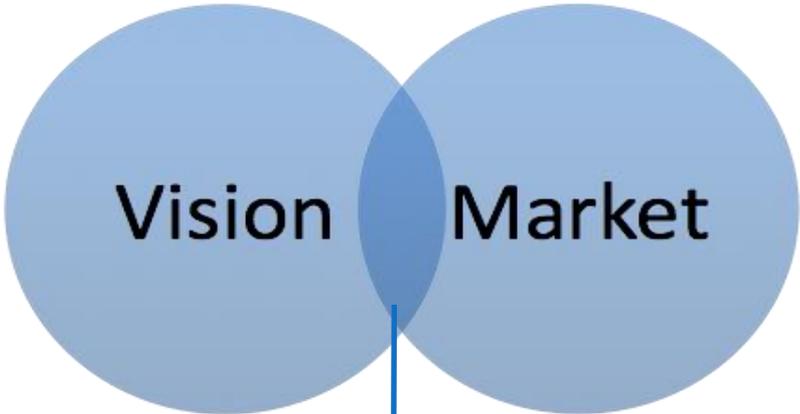
ORGANIZATION

PROMOTION

**ECONOMIC
DEVELOPMENT**

DESIGN

Community Engagement



**PHYSICAL
IMPROVEMENTS**

**ECONOMIC/
BUSINESS
DEVELOPMENT**

**MARKETING/
COMMUNICATIONS**



HOW DO WE FUND IT & GET IT DONE?

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

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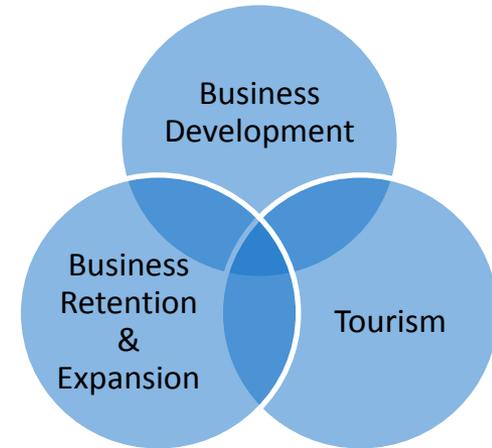
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What did the team suggest?

Communication



Partnerships



Strategic
Collaboration.

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When I dream.

about my community

I see LOVE.

I see MUSIC.

I see _____.

I see People.

I see _____.

I see _____.

and My Family.
Jews

I see LiveLife.

I see _____.

I see _____.

I see _____.

Communication

“The single biggest problem in communication is the illusion that it has taken place.”

George Bernard Shaw

Observation: There appears to be a lack of awareness of the great work that is going on amongst the active groups in town.

Recommendation: Identify all groups' objectives and streamline communication for groups working in Wellington to increase impact for the work that each group is hoping to accomplish.

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Stakeholder Communication

Stakeholder Group	Message	Frequency
53 property owners between railroad and 6 th street	Changes today benefit you. Engage.	Monthly
Economic development partners	Outline our roles to have a larger impact.	Monthly
Organizations that communicate with populations (HOAs, Schools, Senior Groups, etc.)	Post your news and we will synchronize it share it.	Daily/Weekly
Church Groups	Let's activate all groups for a common community project .	Semi-Annually
Youth	You are valuable citizens and you are empowered to lead.	Every day!

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Recommendation: Develop collaborative approach to communicating opportunities

- Expand on the Chamber list of volunteer opportunities and town commissions with example projects and an online presence.
- Regular posting location where every entity in town can post their events (Facebook or Nextdoor.com).
- Synchronize a weekly newsletter by the city and distributed in schools, HOAs, Churches, downtown businesses, hotels, Colorado Connection, etc.

Recommendation: Create regular dialogue between groups working in similar areas

Youth:

- Youth service groups, schools, and identifying facilities and venues for programming or youth and young families.

Churches: Ministerial Alliance should be reinstated.

- Perhaps use the community choir to build connections.
- Consider a common sermon a couple times a year e.g. Community Engagement around the clean up day.

Observation: CDOT appears to be open to ideas and collaboration with Wellington moving forward.

Recommendations:

- Utilize concept plans and studies to create a proposal for CDOT.
- Communicate with them as often as possible.

Observation: North Forty News is a great monthly newspaper.

Recommendations:

- Create and maintain a Facebook page.
- Create uniform communication about events.
- Post in restaurants and on community calendars.
- Support investment-attraction strategies by ongoing, frequent communications utilizing a variety of online channels.

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Observation: There is a strong demand for additional education options.

Recommendations:

- Consider a long term communication approach to encourage a high school in Wellington.
- Further investigate the possibility of a vocational school to train people in welding, agricultural skills, electrician skills, plumbing, construction, and the trades.



Wellington



Resource Management
Collaboration
Volunteer Recruiting &
Management
Fundraising



“The community stagnates without the impulse of the individual. The impulse dies away without the sympathy of the community.”
William James

Organization

Observation: There is not a clearly identified focus, geographic area, resources, or description for downtown development.

Recommendations:

- Define and communicate the focus area within the downtown boundary for the next three years.
- Define a smaller downtown area to focus improvements to establish a core area.
- Create a Town Trustee statement of priority to the downtown.
- Continue to focus on creation and implementation of work plans and building a community-wide implementation process.

Observation: Chamber of Commerce is a driving force in Wellington's downtown development.

Recommendation: As a Main Street, one entity will need to represent all businesses in the town. The Chamber of Commerce could consider an investor model to represent all business in the community, and primary funding could come from events, or other fundraising methods.

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Observation: Wellington has a very strong commitment to youth, excellent schools and bright young people who seek opportunities for involvement or adequate activities.

Recommendations:

- Create a youth advisory committee to empower youth.
- Consider student art displayed at special events, local businesses, public places.
- Involve youth in events and volunteer opportunities through Boys and Girls Club, church youth groups, after school programs, etc.
- Consider working with LiveWell Colorado and GOCO to improve biking and exercise opportunities.

Observation: Wellington has a number of volunteer opportunities, and a number of groups looking for engagement and opportunities.

Recommendations:

- Centralize volunteer management, including the development of job descriptions and one clearing house for volunteer opportunities.
- Consider a citizens academy to educate citizens on what they should do as citizens and how they can be involved.

Observation: Wellington will have costs for organization and infrastructure costs for its downtown redevelopment.

Recommendations:

- Consider diversifying funding streams.
- Continue discussion of forming a Downtown Development Authority (DDA)
- A DDA may provide sustainable resources and funding.
- Main Street can provide some resources and guidance.

Main Street Structure

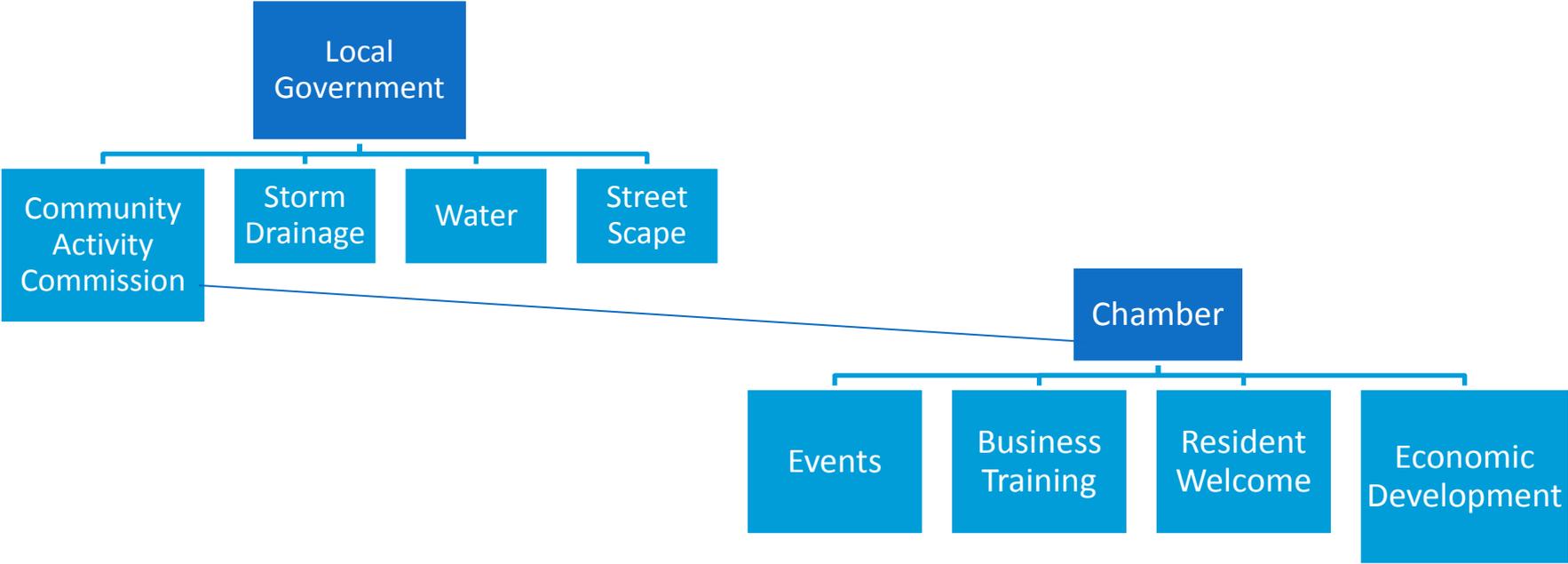


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Wellington Structure



Wellington

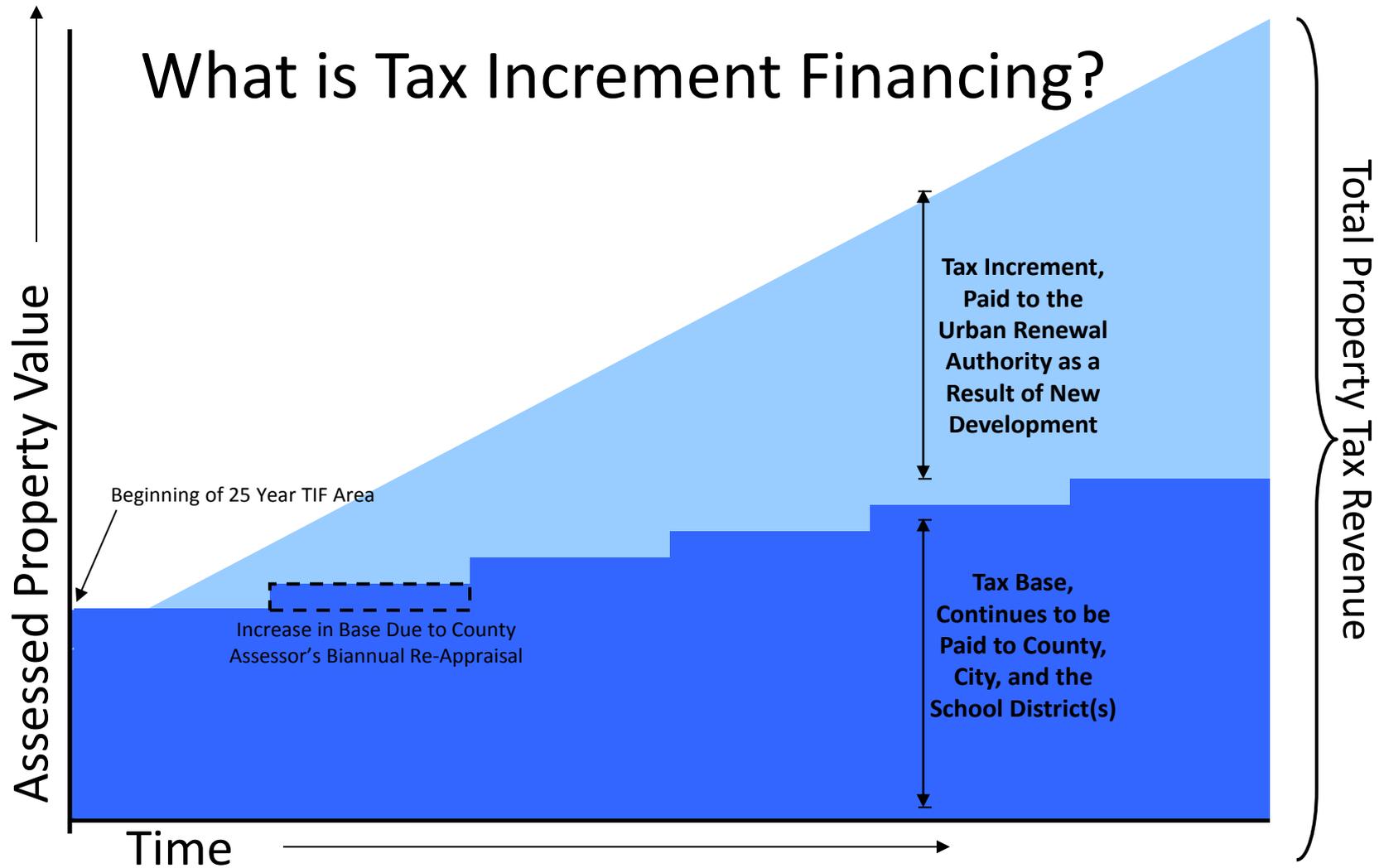


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	Business Improvement District (BID)	Downtown Development Authority (DDA)	Urban Renewal Authority(URA)	Community Development Corp. (CDC)	Colorado Main Street
Background/ Summary	Quasi-municipal organization is a subdivision of the state. All property assessed in a BID must be commercial. Boundary may or may not be contiguous.	Quasi-municipal corporation which is intended to halt or prevent deterioration of property values or structures in Central Business District.	Established to eliminate blighted areas for development or redevelopment by purchasing, rehabilitating and selling land for development.	Non-profit community organization with public/private orientation. Usually 501(C)(3)	Volunteer driven model with paid staff usually housed in a non-profit. Can be housed in another organization or be a 501(C)(3), 501(C) (6), or 501 (c) (4)
Focus	Management, Marketing, Advocacy, Economic Development. (Can issue bonds for capital improvements.)	Real Estate Development, Infrastructure, Operations.	Real Estate Development, Rehab Financing, Infrastructure.	Oriented to advance real estate and business development. Provides planning and project development services.	Uses Four Point Approach: Organization, Promotion, Economic Restructuring, and Design.
Pros/Cons	Very flexible entity that can finance improvements and provide services. Can issue bonds.	Ability to finance improvements and provide services; can generate 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.



What is Tax Increment Financing?



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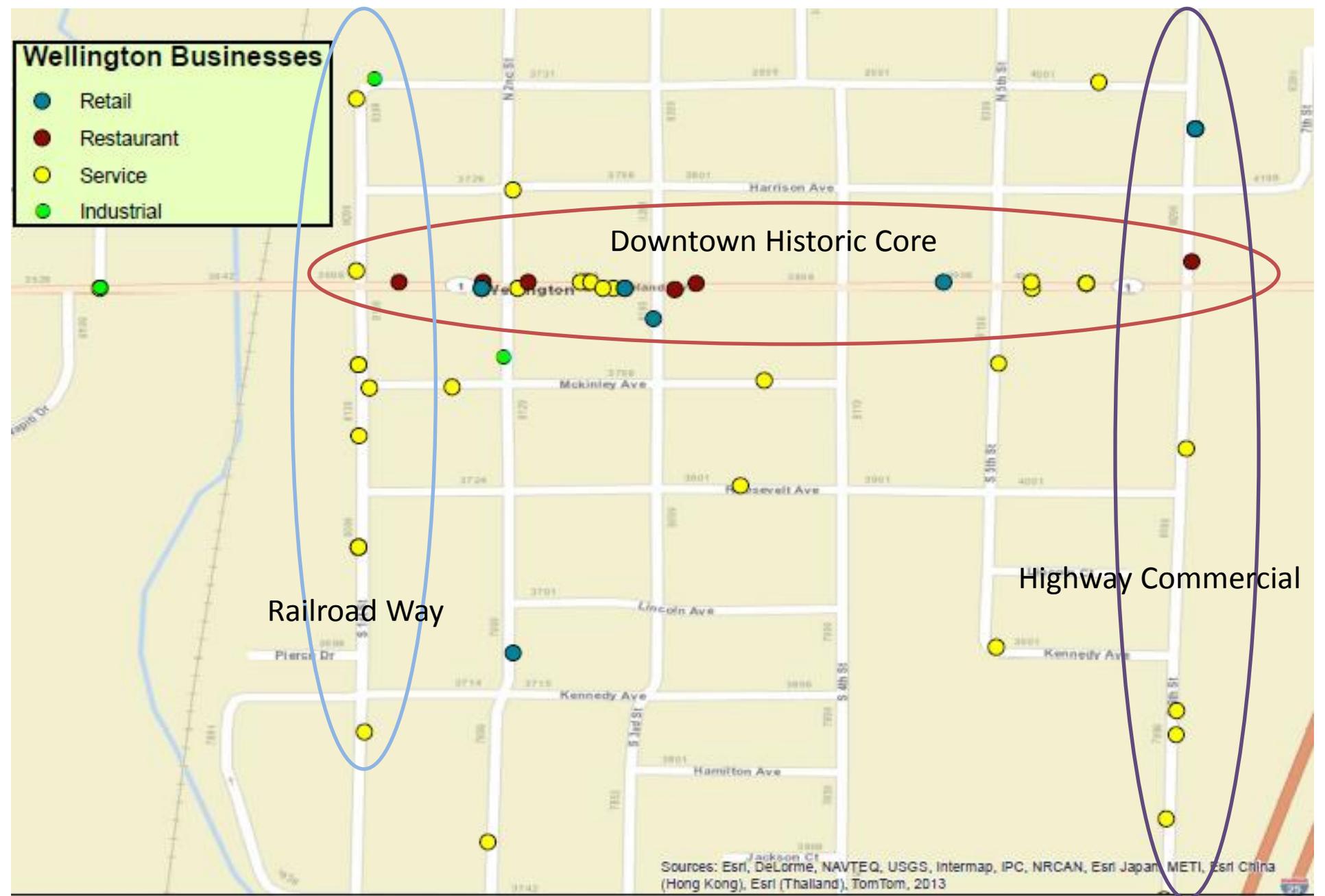
Wellington Businesses

- Retail
- Restaurant
- Service
- Industrial

Downtown Historic Core

Railroad Way

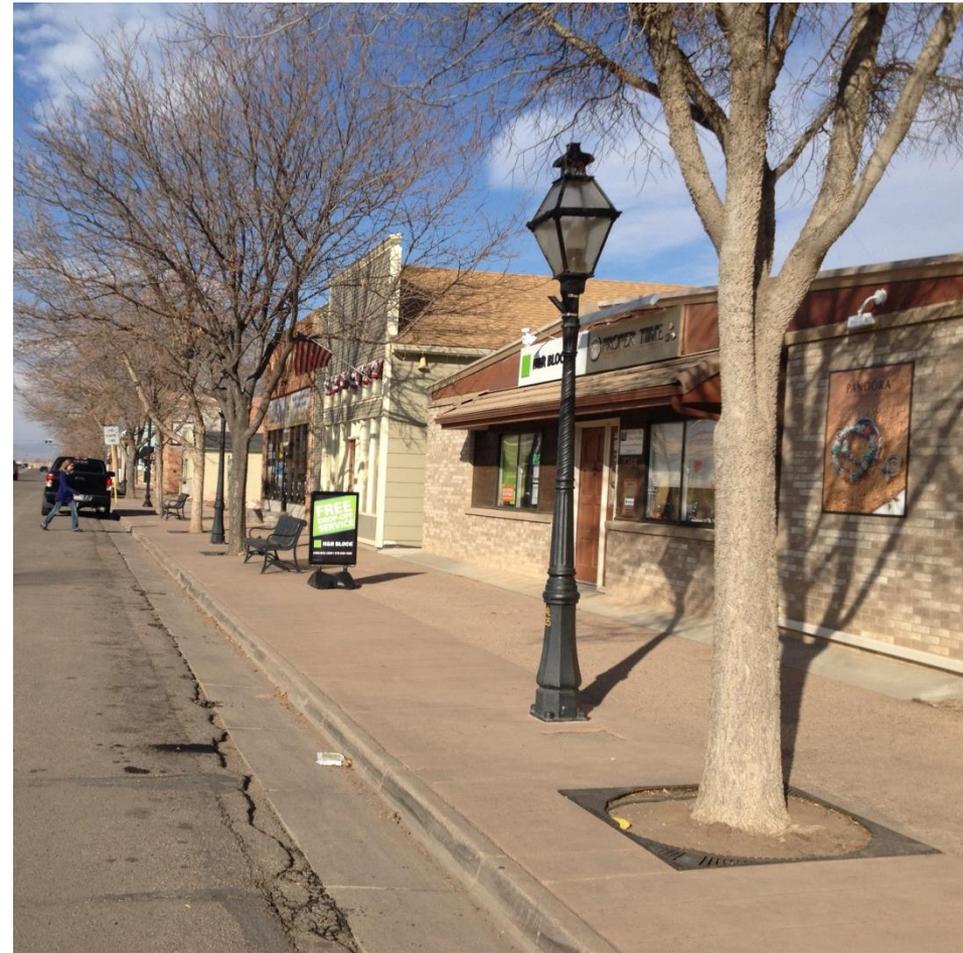
Highway Commercial



Downtown Historic Core

The historic “Main Street” that is oriented toward pedestrian activity with clustered retail, restaurant and service businesses.

- Small or no setbacks
- 1-2 stories
- Pedestrian oriented
- Older/existing buildings with new buildings that fit into the existing fabric
- Transparent and welcoming facades



Highway Commercial

Typical highway oriented businesses that attract quick users with commonly identifiable businesses and buildings forms.

- Newer buildings based on standard recognizable business models
- Larger setbacks
- Auto oriented



Railroad Way

Agricultural and industrial building forms used by a variety of services and industrial business types with potential accessory retail or restaurant uses.

- Larger setbacks
- Individual parking areas
- Oriented more to vehicles than pedestrians
- Older industrial and agricultural buildings





Marketing & Promotions

Observation: Wellington is home to several destination businesses and several well attended regional festivals, but lacks the feeling of a destination community.



Recommendations:

- Build on destination businesses.
- Take advantage of partnerships and umbrella branding strategies.
- Brand Wellington as a destination.
- Create cross promotional events.
- Focus on image building.

Wellington



I'm a
big honkin' fan
of locally owned
independent
brick & mortar
businesses

The **3/50**Project®
the350project.net

Events >

Featured

Next 4 days

This weekend

 Full events calendar



World of
WearableArt
Awards Show
2014

Where imagination, art
and design collide.

Thu 25 Sep 2014 — Sun
12 Oct 2014

Observation: Your locals are your greatest asset.

Recommendations:

- Engage, inform and inspire.
- Consider a 3/50 campaign.
- Differentiate yourselves not by looking at your places but at your people .
- Look for connectivity points.
- Focus on evenings, winter, and young people.

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Strategic Events Objectives

Event	Kid	Young Families	Partners	Retail Support	Teen	Downtown	Fundraiser	Music	Food
Valentines Introductory Square Dance	X	X	X		X	X	X	X	X
Easter Egg Hunt	X	X	X	X		X			X
9 Health Fair			X	X		X		X	X
5k Race	X	X	X		X	X		X	X
Townwide Garage Sale	X	X	X		X	X			
July 4 th Parade	X	X	X	X	X	X		X	X
Movies in the Park	X	X	X	X	X	X	X		X
Harvest Days Fair	X	X	X	X	X	X		X	X
Farm Maze	X	X	X		X				X
Halloween Trick or Treat Down Main	X	X	X	X		X			
Holiday Craft Fair/Parade of Lights	X	X	X	X	X	X		X	X

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Strategic Events Calendar

Event	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec
Valentines Introductory Square Dance		X										
Easter Egg Hunt				X								
9 Health Fair				X								
5k Race					X							
Townwide Garage Sale						X						
July 4 th Parade							X					
Movies in the Park							X	X				
Harvest Days Fair									X			
Halloween Trick or Treat Down Main										X		
Holiday Craft Fair/Parade of Lights												X

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Observation: Wellington hosts several successful events throughout the year, and could build on those events in such a way that their visibility and consistency creates momentum across the board.



Recommendations:

- Audit your events and look for holes.
- Use vacant land downtown.
- Consider events for specific demographics.
- Embrace events that aren't specifically sponsored by the Town or Chamber.
- Consider quality over quantity.

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Observation: The community used words like “dingy” and “unkempt” to describe certain areas of the Town. Your image is something that needs maintained on a regular basis.



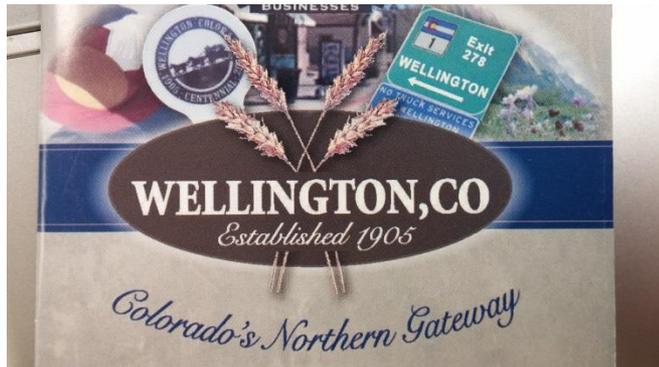
Recommendations:

- Host a “Spring Fling” clean up.
- Let the businesses cooperate to do the planning.

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Observation: Wellington lacks a compelling and unified brand slogan and identity.



Recommendations:

- Capitalize on the connections between place, industries, local resources and the local-regional economy.
- Don't confuse the process (brand) with the thing (logo).

Wellington



Observation: Wellington lacks a compelling and unified brand slogan and identity.

Colorado's Northern Gateway

A Great Place To Grow

Heritage. Heart. Hometown.

Recommendations:

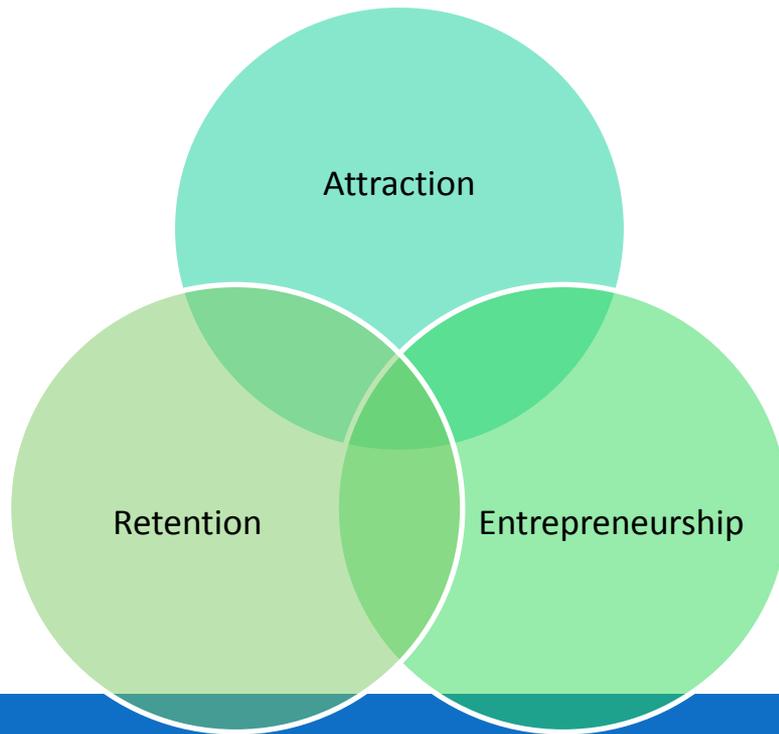
- Develop a color scheme and brand that the community can rally behind.
- Consider rethinking your tagline.
- Remember the need for balance between your downtown and the broader community.

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Observation: Wellington has great marketing materials that speak to potential and current residents about opportunities, but nothing that is designed to attract new businesses or retain current businesses along Cleveland Avenue.



Recommendations:

- Create a package to attract specific businesses
- Distribute to all who have incentives to help you sell the idea
- Focus on people and tell the story of their success

Growing jobs, increasing revenue through sales tax and capital investment, and supporting existing businesses.



Economic Development

"Success is not final, failure is not fatal: it is the courage to continue that counts."
Winston Churchill

Observations: Cleveland Avenue has a few key destination businesses.



Recommendations:

- Establish an economic development committee, with representatives from the City, Chamber of Commerce, and other stakeholders.
- Develop a strategic plan to attract new targeted businesses, retain and support existing businesses, and market the community.

Recommendations:

- Quantify existing businesses, determine number of employees in each, plot geographic locations.
- Begin systematic retention visits.
- Consider developing an ombudsman service approach to work with the Town as an advocate for business



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Recommendations:

- Identify strategic partners to leverage funds and staff time resources. This could include Northern Colorado Economic Development Corporation (NCEDC), State of Colorado OEDIT, CSU services, SBDC, etc.
- Consider creating a real estate package and communication outreach list featuring vacant commercial properties and business demand in the community.



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Recommendations:

- Consider targeting businesses that are desired strongly in the community.
- For example: pet supply stores, office supply store offering other office services, home improvement store, auto parts stores, bike store, services that support agricultural and dairy farms, and industrial support businesses.



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Observation: Wellington could better highlight economic drivers.

Recommendations:

- Create an annual program to highlight iconic businesses and champions for downtown Wellington.
- Host a community-wide training or presentation on what economic development means and how everyone in the town can play a part to help.



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



Design

"A rock pile ceases to be a rock pile the moment a single man contemplates it, bearing within him the image of a cathedral."
Anton de Saint-Exupery

Evolution of Downtowns

- From Residential
- To Retail
- To Downtown District

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Create a network of wayfinding signage

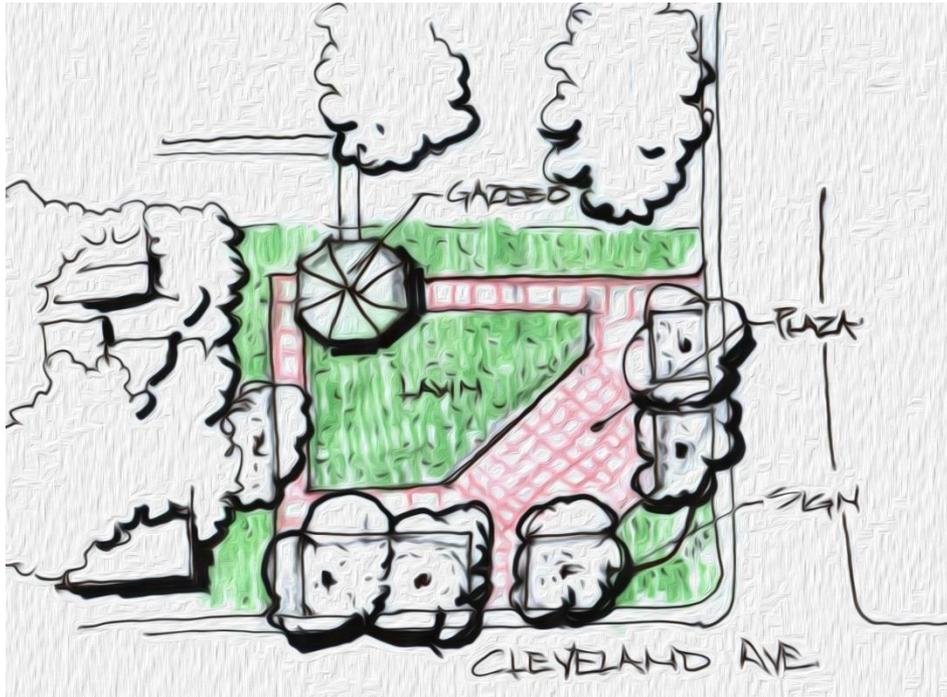
Observation: Location, proximity and character of downtown are not visible after exiting the interstate.

Recommendation:

Create a strong gateway arch just west of 6th Street on Cleveland Ave. A second arch may be located at the west end of Cleveland Ave.



Observation: The park between 2nd and 3rd is uninviting and not in character with a downtown commercial core.



Recommendation: Park should be redeveloped and possibly include a town square and made more accessible from Cleveland Ave.

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Observation: Downtown core, along Cleveland Ave. between 1st and 6th Streets lacks the business density needed to generate higher levels of activity.

Recommendation:
Consider temporary uses on vacant lots downtown. This could include: grass and picnic tables, food trucks, pop up tent stores, etc.



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Observation: Downtown core, along Cleveland Ave. between 1st and 6th Streets lacks the business density needed to generate higher levels of activity.

Recommendation:
Consider temporary uses on vacant lots downtown. This could include: grass and picnic tables, food trucks, pop up tent stores, etc.



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Recommendation: Look for quick, easy, inexpensive solutions to improve the appearance of Cleveland Avenue.



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Recommendation: Look for quick, easy, inexpensive solutions to improve the appearance of Cleveland Avenue.



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Observation: Storm drainage on Cleveland Ave. presents a significant problem.

Recommendation: Redo storm drainage infrastructure on Cleveland Ave. This will take a few years, careful planning, and could cost a little over \$1 million. Consider public private options for partnering with DOLA, CDOT, EPA or others.



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Create a network of wayfinding signage (continued)



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Observation: Downtown streetscape is aging and lacks cohesion.



Recommendations:

- Unify downtown streetscape so people know when they have entered downtown.
- This could be as simple as a colored banner.
- Ultimately, improvements would include coordinated street furniture, signage, and streetlights.

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Recommendations:

- Each business could adopt a flower pot outside their front door.
- Continue efforts at façade improvements, and partnership with Ace Hardware for paint donations.
- Consider outdoor kiosks to display community art.
- Consider an outdoor graffiti wall or chalk board.
- Develop more specific design guidelines and suggested color palette for Cleveland Avenue.

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Observation: It is important to keep as many civic uses on Main Street as possible.

Recommendation: If possible, keep City Hall on Cleveland Avenue and consider expansion on existing site. Purchase vacant lot across the street for new public parking lot.



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Observation: Great work has been done to put in sidewalks in Wellington. However, sidewalks and bike paths throughout town are incomplete, especially along Cleveland Ave. and in the downtown core.



Recommendations:

- Continue to focus on completing sidewalks along Cleveland Ave. and creating safe routes to schools.
- Shorter term painting projects could delineate bike lanes throughout town.

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Observation: Downtown lacks amenities, spaces and activities for youth and children.



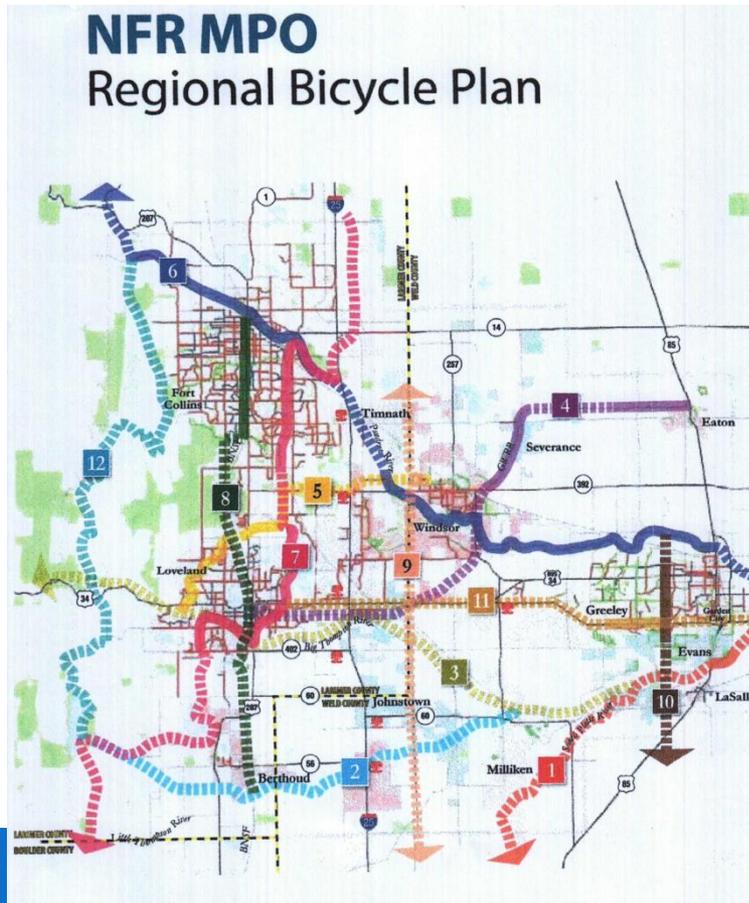
Recommendations:

- Consider redesigning park space in the downtown for all ages.
- Consider what types of businesses and spaces could be created in the downtown—for example, an arcade or bowling alley, and investigate pursuing such opportunities with economic development committee.

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Observation: Wellington could be a cyclist destination, but lacks good connections to trails.



Recommendation: Promote bike trails connecting northern and southern developments to downtown and to regional trail systems.

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Funding Mechanisms

"Unity is strength...when there is teamwork and collaboration, wonderful things can be achieved."
Mattie Stepanek

Observation: Wellington will be faced with high costs to redevelop downtown infrastructure.

Recommendations: Consider new funding sources for short term and long term redevelopment needs of downtown.

- Long term infrastructure needs:
 - DOLA grants/loans for storm drainage plan and wastewater needs respectively.
 - USDA/CWCB loans for water, wastewater improvements.
- Short term solutions:
 - Vendor Fees for special events.
 - Business license fees for chamber of commerce for economic development.
 - Tourism grants.
 - Community development block grants – apply on your own.
 - GOCO.
- Long term development needs: DDA formation

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Observation: There is a wide spectrum of financing mechanisms to look at when considering the operational and maintenance aspects of downtown revitalization.

Recommendation: Work with DOLA and DCI to identify the needs of the district and the best tool to achieve the results.

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You have the puzzle pieces! How does Wellington 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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Action Matrix

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

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Thank you

For more information contact

Downtown Colorado, Inc. (DCI), 303.282.0625

www.downtowncoloradoinc.org

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