



ELIZABETH, COLORADO



2015 DOWNTOWN STRATEGIC PLAN

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1.0 INTRODUCTION

- 1.1 FORMAT & USE OF THIS REPORT
- 1.2 PARTNERS & RESOURCES



Introduction

In 2009, Elizabeth collaborated with Downtown Colorado, Inc. and the Colorado Department of Local Affairs (DOLA) to create a Community Revitalization Partnership (CRP) Report. This collaboration provides technical assistance to small towns in Colorado who need it for their downtowns. The 2009 CRP team came to the community for a couple of days; this team was composed of various professionals with expertise in the areas identified by the Town of Elizabeth.

This report uses the structure provided by the Main Street Four Point Approach as the basis for outlining the plan. This Four Point Approach consists of organization, promotion, design, and economic restructuring.

In 2014, Elizabeth began an update on the CRP study, now titled the "Downtown Strategic Plan," with Town Staff facilitating the process, the community came together to outline the next few years. This process began with a "Future of Main Street" Meeting where business owners, property owners, residents, stakeholders, town staff, DOLA, and other interested persons came to learn what the future of Elizabeth's Main Street could entail. Attendees had an opportunity to comment on various boards around the room highlighting the four sections of the CRP Report from 2009, in order to update the 2015 Downtown Strategic Plan.

A Main Street Workshop was held on February 12, 2015 in order to establish committees under the umbrella of the four points: organization, promotions, design, and economic restructuring. This Downtown Strategic Plan was reintroduced and reviewed at this meeting.

1.1 FORMAT & USE OF THIS REPORT

Format & Use of this Report

This report is loosely organized along the Four Points of the Main Street Program. In the 2009 Study, each of the sections were drafted by a particular member of the CRP team, who were experts in the given field. In 2014, this document was reshaped through staff, stakeholders, and public review, and analysis. The plan was then adopted in 2015 by the Town of Elizabeth, Board of Trustees.

1.2 PARTNERS & RESOURCES

Partners & Resources

Stakeholders involved in the Downtown Strategic Plan process include Town staff and elected officials, County staff and elected officials, representatives from the Pines & Plains Libraries, Elizabeth Fire Protection District, and Elizabeth Police Department, members of Town boards/ committees including the Historic Advisory Board, Downtown Advisory Committee, Tree Board, Planning Commission, Public Arts Committee, Community Garden Committee, members of the business community, the Elizabeth Area Chamber of Commerce, and residents at large.



2.0 OBSERVATIONS & RECOMMENDATIONS

2.1 BACKGROUND

2.2 ORGANIZATION

2.3 PROMOTIONS

2.4 DESIGN

2.5 ECONOMIC RESTRUCTURING

OBSERVATIONS

<i>2015 Study Update</i>	<i>2009 Study</i>
The area has a rich history, including railroads, ranching, arts, etc.	The area has a rich history, including railroads, ranching, arts, etc.
Main Street Merchants Association was established to create a support network for businesses on Main Street.	Main Street has unique shops and products with friendly proprietors.
The Gesin Property should act as the catalyst for downtown revitalization	The historic Section House, with support from ECCOG and SHF, was restored/ renovated and helps to anchor the downtown.
The community has amazing people who want to make the community better.	Elizabeth has a wonderful, unique mix of buildings and people.
Community events downtown are well liked and well attended (Elizabash and Trick or Treat Street).	Community events downtown are well liked and well attended (Elizabash and Trick or Treat Street).
The Town needs a uniform design for future signage	The Old Town Sign helps market the downtown.
The downtown area is original, real, and authentic.	The downtown area is original, real, and authentic.
Elizabeth residents commonly spend money and time in Parker and Castle Rock.	Elizabeth is close to Denver and Colorado Springs. It does not have to mimic these larger communities.
Better representation of sign codes to the public, in order to better serve businesses.	There is a sense of apathy coming from residents and business owners.
Downtown/ Main Street needs improved sidewalks and lighting in order to attract more shoppers.	Deteriorating buildings are dangerous and attract vandals, and with limited lighting on Main Street in the winter and after dark, it is a prime spot for trouble makers.
Downtown lacks a 'wow' factor to bring passing traffic off of Highway 86. Many residents do not know what is on Main Street.	Lower downtown has a connectivity problem and is often under-utilized.
Downtown is only available to consumers 8am-5pm.	Downtown is only available to consumers 8am-5pm.
Parking on Main Street is viewed as a problem.	Parking on Main Street is viewed as a problem.
Elizabeth is actively creating an identity and vision statement.	Elizabeth has no real vision of where it wants to go or what it wants to be.
There is a perception that the Town has an onerous and costly development process that limits new businesses.	The Town seems to have an onerous and costly development review process that limits new businesses.

WHAT DO YOU LIKE ABOUT YOUR DOWNTOWN?

<i>2015 Study Update</i>	<i>2009 Study</i>
Friendly shops, people	Friendly shops
Events/ Festivals	History – railroads, arts, etc.
Quaint atmosphere and charm	Unique shops and products
Cost of living is reasonable	Wine, food, and music on Main Street
Community feel	Carriage Shop with Tea House

Small town, country feel	Section House – Support from ECCOG and SHF saved the house and helps to anchor the downtown
Rich history	Wonderful, unique mix of buildings and people
Local art & artisans	Community events downtown are well liked and well attended
Eclectic mix of shops – no chain stores	Elizabash really brings town together
Family oriented atmosphere	Old Town Sign helps market the downtown
Walkability	Real place with a small town feel
Natural environment, wildlife and deer population	Trick or Treat Street is a real family event
People who care and rally together for causes	Provides a sense of place
Less people, less traffic, less congestion	It is original, real, and authentic
Elizabeth Stampede & Elizabash	Generates tax revenue
Safety, low crime rate	Businesses are able to tap into the customer base of their neighbors
Perfect location between big city and country	Convenience
	The place the community comes for donations to events and causes
	Art Community
	Small
	Softball, Soccer, Skateboard
	Library
	Low crime
	Safe schools
	Close to Denver and Colorado Springs

WHAT DO YOU DISLIKE ABOUT YOUR DOWNTOWN?

<i>2015 Study Update</i>	<i>2009 Study</i>
Empty lot at Gesin needs to be developed	Traffic is an issue
Lack of opportunities: kid oriented activities and places to go	Signage issues
CDOT Regulations are seemingly too strict regarding Highway 86 – this is perceived to be a Town issue rather than State/ Federal	No parades on 86
Apathy – lots of talk without any action (from many groups)	Apathy
Lack of street lights makes it hard for businesses to stay open later	Dark on Main Street in the winter (lack of street lights)
Lack of curb appeal, maintaining buildings, trees, lights, & general continuity of Main Street	Deteriorating buildings are dangerous and attract vandals
Funding & Maintenance is a huge problem for the Town and Businesses to continue upkeep	Maintenance is a problem

Lower downtown connectivity is a problem in high traffic	Lower downtown connectivity is a problem in high traffic
Dead end on Main Street – nothing developed towards the south side to draw people as it is.	Main Street dead ends – major arterial on south side would help
Attracting traffic off of 86 to Main Street is an issue	No place to put snow, trees and drainage issues – storm drains
Downtown hours are inconsistent and close at 5 pm – Main Street has no night time presence	Only used 8-5pm – few restaurants, no regular business hours, nothing open when get off work
Need some sort of recreation center	Empty lot at Gesin needs to be developed
Collaborations between all community groups can be strengthened (example: Chamber of Commerce, Downtown Advisory Committee, Networking Groups, etc.)	No collaboration or joint planning between restaurants
Parking on Main Street is a perceived issue	Parking on Main Street is viewed as a problem
Business owners don't do enough to promote their business - example: sales, hours, operation, upkeep etc.	No bike path or trail
Sign code is a perceived issue	Vandalism because children are bored
Vision statement, branding, and community slogan needs to continue to move forward	No real vision of where we want to go or what we want to be
Bedroom community	Bedroom community
Not much to draw traffic all the way down Main Street	Three blocks, but all flowers, lights, etc. end at 2 blocks – set back hides business on 3rd block
Not enough entertainment options (food, drink, music)	Signage – nothing would cause traffic to turn onto Main Street
Not enough variety in stores	Metal barn architecture
	Onerous and costly development review process requirements for parking and landscaping in the downtown

2.1 BACKGROUND

2015 Goals in Progress
Streamlining Town processes including land use actions, starting a business in Elizabeth, etc.
FBLA (Future Business Leaders of America) SWOT Analysis for Main Street (Appendix)
Elizabeth Trail System Grant Application
Town Re-branding: logo, slogan, vision statement, wayfinding signage, and gateway signage.
Establishing committees coinciding with the Main Street 4 Points: Organization, Promotion, Design, and Economic Restructuring
Achievements from 2009-2014
2014 Main Street Program Affiliate Tier
2014 Public Art Program Established
2014 Historic Advisory Board re-established
2014 Music and Arts Festival held on Main Street
2014 Updated Town website: townofelizabeth.org
2014 Community calendar created - elbertcountyco.com
2014 University Technical Assistance Program Main Streetscape Study
2014 Downtown Elizabeth boundaries established: (according to 2014 Downtown Survey)
<ul style="list-style-type: none"> • Downtown classified as Countryside Village, Main Street and surrounding streets • Main Street classified as a portion of Highway 86 and Main Street
2014 Social Media: Facebook: Town of Elizabeth/ Twitter: @Elizabeth80107 / Instagram: @Elizabeth80107
2013 High School Junior Representative appointed to Board of Trustees
2013 Public Arts Committee established
2013 Community meetings for the Future of Gesin Property
2012-2013 Gesin Property demolished, site mitigated, and ready for development
2013 Main Street sidewalk extended to "Carriage Shops"
2012 Historic Plaques installed on buildings in downtown area
2011 Established Elizabeth Farmers Market
2010 Land Use regulations, updates, downtown design guidelines, etc.
2010 Developed a Downtown Advisory Committee (DAC)

Elizabeth is a small, rural community that enjoys a pastoral setting just beyond Colorado’s Front Range in its Eastern Plains, a pleasant environment of rolling hills and mature vegetation. The town itself centers on its original downtown business and residential neighborhoods featuring a traditional grid street pattern, from which it expanded over time to include planned residential subdivision and commercial developments. Colorado Highway 86 intersects the town running east-west and several County Roads run north and south through the community. Most of its newest development, existing and planned, is occurring on the western side of town, in some instances in unincorporated Elbert County just outside of Elizabeth proper including the Wal-Mart and soon-to-be Taco Bell in the Wild Pointe business park.

The community’s history is storied and diverse, extending from its origins that developed around its early saw mill and railway access, to agricultural, to artist’s colony in the 1960s and ‘70s, and on up to its present-day moniker of “bedroom community” (viewed by many in the community as an undesirable status). Focus group participants expressed their appreciation for many of Elizabeth’s features, among them its historic character, the uniqueness of several of its downtown businesses, community events and parades, its proximity to (and, at the same time, removed location from) the metropolitan centers of Denver and Colorado Springs, and its “sense of place”. A recurring theme was the community’s appreciation that Elizabeth has always been, and remains to this day, “original”, “real” and “authentic”.

Together with its attributes, of course, the community struggles with a number of challenges, among them are issues related to signage and visibility; a perception of apathy among business owners and residents; the fact that the downtown is dark in the evenings, particularly during the winter, because businesses are closed and unlit; poor building maintenance that gives the downtown area a “tired” feeling and leads to deterioration; a lack of activities and programs for children and youth in the downtown; and no real vision or general understanding of where the community is headed. The darkness creates a challenge and limits the versatility of store hours, safety, and attracting a diversity of visitors. Last but not least, parking (or a perceived lack thereof) is viewed a problem.

The next section of the report looks at Elizabeth through the Main Street Four-Point Approach™ to downtown revitalization.

2.2 ORGANIZATION

This section will look at Organization which includes developing collaboration, volunteer recruitment and management, fund-raising for the organization, and developing operational strategies.

Organization involves getting everyone working toward the same goal and assembling the appropriate human and financial resources to implement a downtown revitalization program. The three principle components of organization are:

- Public and media relations;
- Volunteer development; and
- Fundraising

A governing board and standing committees make up the fundamental organizational structure of the volunteer-driven program. Volunteers are coordinated and supported by a paid, full-time or part-time 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. Notwithstanding this fundamental description of a typical downtown organizational structure, numerous variations exist throughout the country and are driven largely by local circumstances. In Elizabeth, for example, the Chamber of Commerce could add an organizational component designated to focus on the downtown.

Regardless of the organizational structure chosen, one overriding factor is demonstrated time and again in communities undertaking a program of downtown revitalization—without first creating and developing a solid organizational component to oversee and manage the process, and despite the best intentions of all concerned, the program rarely accomplishes the desired outcomes and most often fades away before anything has a chance to succeed.

Given these realities, we cannot overemphasize the importance of placing organizational development among the highest priorities of early revitalization activities. Most, if not all, of the recommendations in this report are made within the framework of this understanding.

Several observations lead to the recommendations reflected below, key among them:

1. Many individuals, some organizations, and town government appreciate the importance of downtown Elizabeth as the heart of the community and its potential to be an economic engine for the community. What Elizabeth lacks is an organization that exists solely for the purpose of actually implementing change in the downtown.
2. Communication and collaboration is lacking between organizations.
3. There is little or nothing productive for youth to do downtown.
4. The Town lacks the identifiable resources to implement many of the projects it wishes to pursue.

The first step is to develop, adapt, or expand an organization to focus on downtown revitalization and development. Whether this organization works under the umbrella of an existing organization (e.g., the Elizabeth Area Chamber of Commerce) or develops as a new, stand-alone entity, several factors should be incorporated.

1. The selected Main Street organization should consciously and proactively invite the active participation of key stakeholder organizations, businesses and individuals.
2. The governing board of the organization should reflect (1) its nature as an organization that partners with others, (2) the comprehensive nature of the revitalization program and (3) the recommendations in this report. A board structure that encourages these characteristics might include:
 - Four executive officers (president, vice president, secretary, treasurer);
 - Four committee chairs (one each for organization, promotions, economic restructuring and design) and



Olde Country Christmas 2014



Board of Trustee, Student Liason - Matt Rutkowski 2014 Award



Historic Bank Photo - early 1900s

- Individuals who serve on the governing bodies of other downtown stakeholder organizations and act as “liaisons” between their respective organizations and the downtown revitalization organization (e.g., the Town of Elizabeth, Elbert County, Chamber of Commerce, Elizabeth Stampede, seniors organization, youth representative, etc.).

3. The governing board, committee members and other volunteers will come from, and reflect, a broad spectrum of the community. Many, if not most, will not necessarily be downtown business owners, and this may be especially true during the earliest time of organizational development.

Overall, the organization’s scope of work is to implement (as appropriate and feasible), or assist others in implementing, as appropriate, any of the recommendations in this report considered worthwhile by the community and any other desirable downtown-related projects and activities that arise from time to time. Specifically, in the short term, and given the observations reflected earlier in this section, a scope of work may include:

- Gathering and disseminating all information about the downtown and downtown events.
- Advocating for the downtown, to include building the community’s support for public policy and regulatory matters affecting the downtown.
- Building collaborative relationships, partnerships, sponsorships, and cooperative public relations activities with other non-profits, governmental entities, the Parks District, Stampede, Celtic Festival, etc. Take special care to develop a stronger relationship with the library and schools to plan some collaborative events downtown that are geared towards youth and children.
- Engaging the public in downtown and organizational strategic planning.
- Researching the various funding sources and options available for revitalization, including the potential for a Downtown Development Authority (DDA) and dedicating a portion of the Wild Pointe PIF revenues for downtown enhancement projects.
- Collaborating with schools and seniors’ organizations to develop downtown projects and programs in which the community’s youth can participate, and downtown activities of interest to children and youth. Seniors can play a prominent role by serving as mentors and coaches for youth teams.

To restate, the importance of developing some form of organizational structure to do and guide the work of downtown revitalization cannot be over-emphasized. Downtown Colorado Inc, (DCI), Department of Local Affairs (DOLA) and the National Trust Main Street Center are particularly good resources to assist with organizational development.

2.3 PROMOTIONS

Promotion is the second of the four key points in building a vital downtown. According to the National Trust Main Street Center, 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, 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.

A wide variety of factors give people a reason to come downtown, this includes planning events. Events are particularly important when the retail mix is not yet compelling to draw people on its own.

Downtowns need both daytime and evening vitality, special events help provide this. You have a full event calendar and organizations are starting to plan together and collaborate but it is important to make sure that these events work for your downtown and speak to your target market.

An events calendar should be well thought out and very strategic. Your events should work in key areas.

Build Community - The residents of Elizabeth should see downtown as the heart and soul of your community. Multi-week events are great for making coming downtown a habit. Events around key holidays also sell the idea of downtown as the pinnacle of the community. People need to feel that if something is happening in Elizabeth, it must be happening downtown.

Identify Fundraising Opportunities - Developing a plan that includes events to make money to support downtown will help the downtown promote itself. You might identify a segment of current or new events that would benefit just Main Street.

Build Traffic - It is a priority to get people downtown onto your sidewalks. After getting them onto the sidewalk, we'll work with the businesses on how they can get them into their establishments. There is an opportunity for training sessions that would allow some businesses to be more successful, some examples of this might be merchandizing, hospitality, etc.

Increase Retail/Restaurant Activity - Work with downtown restaurant(s) and retail to do some cross-promotions.

There are opportunities to add new events and promotions to the Elizabeth calendar, in accordance with the strategic picture.

Some ideas:

- A Holiday Bazaar for artisans, jewelers and bakers held in a vacant space downtown could give citizens reason to come downtown for holiday shopping. They get creative gifts while supporting downtown and their citizen entrepreneurs. This event could also translate into a Summer Bazaar to bring people downtown on weekends.
- Support the local business initiatives through a collaborative summer evening concert series. Multi-week events help to make coming downtown a habit. An evening concert series could also provide the evening vitality the downtown currently lacks.
- A "Paint Elizabeth" window-painting contest could help bring life into downtown by utilizing the vacant windows and storefronts. These windows can also be used as additional display windows for downtown businesses or for community groups. Promotions can be added that don't impact your event calendar but should still be evaluated based on the event matrix.



"Mutton Busting" Elizabeth Stampede 2014



Elizabeth Celtic Festival 2014



Elizabeth Tree Walk 2014

- Promotions encouraging folks to come downtown before and after high school sporting events The first step is to set up a meeting with all parties planning events in Elizabeth to evaluate the event and promotions calendar to evaluate:
 - What is working and what is not
 - Are there holes in the matrix that need to be filled
 - Brainstorm how to fill those holes given the current resources

Elizabeth must find a way to better present the wonderful things happening in downtown. All information from the events calendar can be used to create downtown collateral material, and on a downtown events board that displays events in and out of town. One downtown Elizabeth website with links to/ from all community websites is a helpful resource. This site should be updated with current events, downtown activities, and news about businesses and their promotions.

The downtown events meeting can bring together stakeholders and determine who is invested in downtown. A compiled list of groups and contacts that can play a role, whether that role is downtown user, sponsor, or partner. This list develop can develop a message for each group or individual. This can create a distribution list in which to contact stakeholders with materials, information, requests, etc.

2.4 DESIGN

Design takes advantage of the visual opportunities inherent in downtown by directing attention to all of its physical elements: public and private buildings, storefronts, signs, public spaces, landscaping, merchandising, displays, and promotional materials. Its aim is to stress the importance of design quality in all of these areas, to educate people about design quality and to expedite improvements in the downtown. At the forefront of the design effort is the restoration of historic buildings which helps provide the back drop for downtown's sense of place.

GENERAL OBSERVATIONS:

1. The vacant Gesin building block has the potential to rehabilitate the downtown district
2. Downtown looks "tired," lack of infrastructure, streetscape appeal, and public are a focal point
3. Lack of gateway, entry signage, or wayfinding elements for Main Street
4. Lack of unified theme in building façade styles
5. Downtown is perceived as not walkable

(1) OBSERVATION: THE GESIN PROPERTY IS THE CORNERSTONE FOR DOWNTOWN REVITALIZATION.

The Gesin Property is located at the corner of Main Street and Highway 86. The property once held 'Gesin's Market' which was a dilapidated structure with an underground storage tank. In 2013, the Town of Elizabeth purchased the property, tore down the building, and environmentally mitigated the property. Today, the property is vacant and the Town is accepting proposals for development of the site.

RECOMMENDATION: PROMOTE MIXED-USE DEVELOPMENT OF THE GESIN SITE.

The Gesin Property is the catalyst site for development. Later editions of the downtown can expand from this core. Downtowns have a number of things in common. First is a place for people to gather for local events, festivals, Wednesday night band concerts, and to gather for retail and commercial purposes. The most obvious place for this core is along Main Street from SH86 south 2-3 blocks on Main Street. Trails along the creek for bikers, hikers, and equestrian access should be provided for access to the downtown district. Linking the downtown along SH86 for a block or two may also be desirable but as that highway changes this core may be cut in half or eliminated due to increased traffic and pavement.

Elizabeth currently has a number of successful businesses along Main Street and these can be the anchor for new shops, storefronts, and retail ventures. The southwest corner of Main and SH86 is currently a vacant lot, which needs to be developed. This will be the downtown catalyst. Elizabeth residents envision a downtown area that functions as the heart of their community.

(2) OBSERVATION: "THE DOWNTOWN LOOKS TIRED."

This was a recurring comment received and the retail district of Elizabeth does exhibit a spent character. Streets have weeds, walks are not uniform, pavement is patched, light fixtures are broken or do not work, street trees are not pruned or maintained, and street-pedestrian crossing markings are worn thin.

RECOMMENDATION: DOWNTOWN NEEDS TO BE CLEANED UP.

New walks, curb-and-gutter, landscaping, street furniture, signage, and structured parking will promote a downtown that visitors can recognize as some place the town of Elizabeth is proud of. The downtown also reflects a wide range of building styles and character. Much of this carries strong character but some of the newer buildings change the character of the town into one of metal buildings and cheap architecture. Building frontages, signage, streetscape treatments, and lighting should present a unified character that ties the downtown and community together. Use of native rock and stone is one way to accomplish this.

First step is implementing a town clean-up day, removing weeds from the pavement, sweeping the walks, painting the signs, updating the storefronts, pruning the trees, etc. This could be done in the spring and summer as a community event celebrated with a party on Main Street at the end of the day. Next is to get the parking spaces, pedestrian walks, and streets striped with fresh paint. Later stages might include new pavement, new walks and curbs, and new storefronts and landscaping.



Winter on Main Street, 2014



Vacant "Gesin Property" - 165 S Main Street, 2014



Historic Photo, Main Street- 1902

(3) OBSERVATION: LACK OF GATEWAY

Although there is a standard blue highway sign to identify downtown Elizabeth there is no town signage to celebrate the downtown district.

RECOMMENDATION: CREATE GATEWAY & ENTRY SIGNAGE THAT CELEBRATES THE DOWNTOWN DISTRICT.

Signs along SH86 east and west of the town would identify entry into the Town of Elizabeth while more detailed signs would identify the Old Town Elizabeth Historic Main Street district. Signage could also identify historic buildings, where to find parking, upcoming events. They could be banners on light standards or flicker lighting over the main street blocks. Electronic signage could also be used to advertise town festivities and events to encourage the through town traveler to stop and look-see.

(4) OBSERVATION: LACK OF UNIFIED THEME IN BUILDING FAÇADE STYLES.

There is a range of building façade styles and repair within the community. This range promotes an image that is not unified and does not strengthen the image of Elizabeth to the motoring traffic along SH86. There are some strong historic character buildings downtown and along SH86.

This is combined with newer infill development and some newer buildings that give a more inexpensive utility image as metal structures with metal siding. All these styles are within historic downtown Elizabeth.

RECOMMENDATION: DEVELOP A BUILDING FAÇADE IMPROVEMENT PROGRAM.

The town should look at the building facades to determine the character, which best suits, the community. Several historic downtown buildings have great character. These include the Bank building at Main and Broadway and the historic building on Main at SH86. Other newer development along Main Street reflects a newer fresher image that is inviting and should be encouraged. First step under this recommendation is to identify the styles present within the identified downtown district. Through community input, develop a building façade improvement program that can encourage new and old businesses to enhance their building façades. Later steps might carry this program to help direct new development downtown and elsewhere within the community.

(5) OBSERVATION: DOWNTOWN IS NOT VERY WALK-ABLE.

The downtown is not very walkable or pedestrian friendly. Sidewalks are uneven, some are too narrow, and in some cases there is no sidewalk at all - compelling people to walk in the street. Main Street is very wide, which makes it difficult for pedestrians to cross comfortably and safely if there is vehicular traffic. Highway 86 is also very wide and vehicular traffic is periodically very heavy and speeds are too high generally making it unsafe for pedestrians to cross.

New sidewalks could be widened where needed, installed where absent, and brought up to modern ADA standards where lacking. New sidewalks could also be used to enhance the streetscape through the use of a variety of paving colors, patterns, and materials. All of which would make the



2014 Music and Arts Festival, Chalk Art Contest

downtown more interesting, inviting, and walkable. It looks as if it would be feasible to have 11-foot sidewalk areas on both sides of Main Street, which would allow for a 6-foot, unimpeded “pedestrian zone”; and a 5-foot “amenity zone” where benches, trash receptacles, signage, street trees, street lights, underground lines for irrigation and street lights, etc. could be located. New sidewalks could tie the core downtown area to commercial areas on the east and west ends of the downtown area. A trail (possibly even including equestrian usage) along the Running Creek corridor and tying into the downtown sidewalk system could provide access from outlying areas of Elizabeth to the downtown.

Bump-outs will shorten the distance that a pedestrian has to cross the street; if raised planters are incorporated, they will provide a safety barrier; and they allow pedestrians to get further out into the street thereby increasing their visibility to drivers and allowing increased visibility of oncoming traffic. If planters are incorporated, they also provide an opportunity for landscaping and “on the street” art, which would create a more inviting, visually appealing downtown environment.

More and better delineated crosswalks would provide more and safer opportunities for pedestrians to cross the streets. They can also provide opportunities to visually enhance the streetscape through the use of different paving materials, patterns, and/or colors. (We would not suggest using pavers for the crosswalks because they tend to become uneven and difficult to walk on, and can cause ongoing maintenance problems.) The use of pedestrian level decorative, streetlights would improve night-time visibility creating a safer pedestrian and vehicular environment. This new lighting could also create a feeling of liveliness, and provide a signature identification design feature for the downtown area.



Main Street Shop Owner, passing out candy during Harvest Festival 2014



Scarecrow Contest 2014 Winner, Threshold Ministries

2.5 ECONOMIC RESTRUCTURING

The fourth and final focus of this project is economic restructuring . Economic Restructuring focuses on efforts to recruit, retain and expand opportunities or investment in downtown. This is accomplished by ensuring that investors and businesses are aware of all of the resources available for assistance and all of the benefits of choosing to locate their business in downtown, including the opportunities that may exist to capitalize on promotional activities. It also works to build strong relationships between downtown businesses, residents, and users.

GENERAL OBSERVATIONS:

1. There is a lack of kid-friendly opportunities and activities
2. The vacant Gesin building block has the potential to rehabilitate the downtown district
3. Resources are under-utilized
4. The Downtown lacks funding for maintenance
5. Town is perceived as non-business friendly

(1) OBSERVATION: LACK OF KID-FRIENDLY OPPORTUNITIES AND ACTIVITIES.

After the library moved from downtown, there was a great loss to downtown because now there is little if any family or children oriented activities. Drawing families downtown is very important in establishing economic activity. In conjunction with diversification discussed above, activities and family oriented places in a downtown create a vibrancy and identification to a business area that encourages business to locate in the area and provides increased traffic to existing business.

Downtown should explore various opportunities to create public spaces, activity centers and places/businesses of interest to kids and families. A feasible project worth considering is the creation of a downtown 'pocket park,' perhaps with a focus on kids activities such as a playground, skate park, etc. Collaborative efforts wherever possible should be utilized including partnering with the library, schools, and recreation districts in order to promote things like children's activities, a library satellite location, reading programs, a community computer center, senior's activities, community arts programs and community college or extension classes in a flexible space on Main Street. Additional potential activities could include recruiting small businesses such as coffee/ice cream shop or other family oriented business.

(2) OBSERVATION: THE GESIN PROPERTY IS THE CORNERSTONE FOR DOWNTOWN REVITALIZATION.

The Gesin corner property must be addressed. The cornerstone of downtown is intersection of Highway 86 and Main Street. The vacant property conveys an abandoned, neglected image to passing traffic and is the exact opposite of a welcoming focal point to induce people to stop and utilize the downtown area both in the context of consumers and potential business operators. It is recommended that an effort be made to work with the current or future property owner in the form of a public private partnership to redevelop this property to create an identity for the downtown. The underlying economic basis for creating a public space and identity on this property is to provide the sense of "place" and a public area that will draw consumers to the downtown area which in turn will generate a climate conducive to pedestrian traffic and consumer activity. This is another area to strongly consider the need for children/family oriented activities in the design.

(3) RESOURCES ARE UNDER-UTILIZED.

It has been observed that the downtown businesses and the Town itself do not seem to be fully utilizing the available resources for economic development. It is recommended that the Town, Chamber, and individuals in the business community create a clearing house or program to identify and utilize the available resources to maximize the economic incentives for businesses to locate or relocate to the downtown area. Some examples of available resources include: tax credits, OEDIT Business Representative, Small Business Development Center (SBDC), Small Business Administration (SBA), Enterprise Zone, East Central Council of Governments and USDA economic

stimulus programs. Efforts could be made to work with the small business administration and Colorado economic development resources to sponsor small or start up business seminars in the downtown area to help potential businesses get valuable information and resources.

(4) DOWNTOWN LACKS FUNDING FOR MAINTENANCE.

As a small town, funding can be quite limited regarding extra maintenance. As improvements are funded, continuous maintenance must be considered. Who will pay, and how much? A Downtown Development Authority (DDA), Non-Profit group, Urban Renewal Authority, etc. should be considered as the Town moves forward.

(5) OBSERVATION: TOWN IS PERCEIVED AS NON-BUSINESS FRIENDLY.

Throughout the series of focus groups, from the 2009 CRP Study, there were numerous complaints that the town's development review process for building projects was cumbersome and took too long. While some citizens expressed concern about how the Town looks and thought the town needed to adopt higher standards, we heard most citizens thought the town's land use requirements were too stringent and limited the ability of development in the downtown area.

RECOMMENDATION:

Facilitate a community engagement process for land use and development regulation updates. Public outreach and consensus building are key to any planning effort. The community engagement process is about informing and educating the public. Work directly with the public throughout the process to ensure that issues, aspirations, and concerns are consistently understood and considered and provide feedback on how public input influenced decisions.

Community Engagement Goals:

- Gather public feedback about community desires (utilize community surveying, visual preference surveys, workshops, stakeholder interviews, etc.)
- Provide a transparent process for how public input is used. Be transparent and inclusive.
- Foster participation of Elected and Appointed Officials (find a respected champion)
- Collaborate with service providers and public works department up front
- Test the regulations with developers, business owners and civic associations

RECOMMENDATION:

Create a streamlined development review process. An efficient development review process will ensure the success of the Town's 2008 Comprehensive Plan. The process should be predictable, streamlined, and transparent. It should also be simple and easy to understand for



Wildflower Saddle & Tack, 2014



Art Exhibit - Town Hall, November 2014



Elizabeth Music & Arts Festival Float, June 2014



Mule Powered Ice cream at 2014 *Elizabash*



Art by Vicki, Summer Specials 2014



Festival Shops, 2014

any type of customer. The following are suggestions that would facilitate a streamlined development review process:

1. Set forth clear submittal requirements
2. Set forth an administrative review process (Town Administrator approval) for projects in the downtown mixed use zoning or overlay zone district
3. Set forth an alternative compliance process within this overlay zone or zoning district.
4. Consider adopting a downtown mixed-use zoning district development handbook that incorporates the various code requirements for the district or overlay zone into a single document for ease of use by property owners, developers, citizens and town staff.
5. Provide a “How to” section and include graphics to convey intent of the regulations.
6. Establish criteria for accessory dwelling units.
7. Establish density bonuses and expedited approval for residential development downtown.

RECOMMENDATION:

Development and Maintain a Development Tracking Report. A development tracking report is a powerful tool to keep the community aware of development activity and status of current land use applications, including site plans, rezoning, subdivisions, uses permitted by special review, signs, pre-submittal meetings, public hearings, etc. It also will serve as a tool for staff to better manage applications and enhance customer service. (Example attached in Appendices)

RECOMMENDATION:

Utilize Town Website to Disseminate Information on Development Activities. The town’s website is designed to be an online resource for information on development and community planning in Elizabeth. While the webpage should be designed for people with some knowledge of planning and building application processes, it is helpful to provide a tutorial for those who are less experienced. Once a development tracking report is created and maintained, consider mapping all development activity and uploading it on the town’s website. Depending on the project caseload, the town might want to consider partnerships with the County’s GIS department to create a web-mapping tool that graphically depicts development activity in town and the surrounding area.



3.0 APPENDICES

3.1 ACTION MATRIX

3.1.1 ORGANIZATION & MANAGEMENT

3.1.2 PROMOTIONS

3.1.3 DESIGN

3.1.4 ECONOMIC RESTRUCTURING

3.2 DEVELOPMENT TRACKING CHART EXAMPLE

3.3 FUTURE BUSINESS LEADERS OF AMERICA (FBLA)

SWOT ANALYSIS REPORT

3.4 RESOURCES & FUNDS

3.1 ACTION MATRIX

3.1.1 ORGANIZATION & MANAGEMENT

<i>Time</i>	<i>Action Item</i>	<i>Measurement of Success</i>	<i>Initiator</i>	<i>Potential Partners/ Contact</i>	<i>2015 Status</i>
1-3 M	Attend DCI annual conference and training events	Attendance at events by one or more individuals	Local Government/ Planning Department	Chamber, businesses, residents, and ECCOG	Completed: Ongoing Attendance
1-3 M	Identify local source of funds for organizational development activities for 1-3 years. Consider option of incorporating downtown activities into the Chamber in the short-term partially supported financially by the town.	Identified organizational structure and designated Downtown Coordinator	Local Government/ Planning Department	Chamber, businesses, residents, and ECCOG	Ongoing
3-6 M	Develop vision, mission, core values, goals and objectives for downtown for the next 3-5 years.	Adoption of organizational strategic plan through public process.	Downtown Coordinator	Chamber, Town, businesses, and residents	Ongoing
6-12 M	Develop a work plan based on the objectives outlined in the Downtown Strategic Plan	Work plan with tasks and timeline for implementation of objectives	Downtown Coordinator and Action Committee	Chamber, Town, businesses, and residents	In Progress
12+M	Researching longer-term funding options including TIF funding through a DDA or BID, utilization of PIF, grants, sponsorships, memberships, fees for services, etc.	Financially sustainable organization	Downtown Coordinator and Action Committee	Chamber, Town, businesses, and residents	Ongoing
1-3 M	Identify a contact person at Elizabeth High School and a senior citizens organization to serve as liaisons with the downtown action committee; invite participation with action committee organizational development.	Commitments made by two individuals to serve as liaisons	Local Government/ Planning Department	High school principal and seniors group	Ongoing: HS Student liaison between Town & Schools

3-6 M	Identify one project each for a student team and a senior's team to develop.	One adopted project each by a student team and a seniors team	Downtown Coordinator and Action Committee	Student and seniors teams	Ongoing 2014-2015 FBLA project on Main Street business retention
6-12 M	Develop the project work plans, budgets and funding sources.	Work plan with tasks and timeline for implementation of objectives	Student and seniors teams	Downtown Coordinator and Action Committee	Ongoing
6-12 M	Re-evaluate Elizabeth Farmer's Market - location, management, creativity, funding, outreach, etc.	Work plan with tasks and time-line for implementation	Town and Farmers' market team	Town	Ongoing Annual Review

3.1.2 PROMOTIONS

<i>Time</i>	<i>Action Item</i>	<i>Measurement of Success</i>	<i>Initiator</i>	<i>Potential Partners/ Contact</i>	<i>2015 Status</i>
1-3 M	Invite participation from community in developing objectives to use for all events in Elizabeth. Send short survey home with children through school.	Completed strategic event matrix with year round events	Chamber	Chamber, School, Residents, Town, Businesses, and County	Completed/ Ongoing
1-3 M	Compile list of all event planning organizations and entities doing events and distributing promotional material – request quarterly coordinators’ meetings.	Completed phone, email, and mailing list	Chamber	Chamber, Schools, Stampede, Celtic, Town, County, ECCOG, etc.	All Boards meetings occur quarterly
1-3 M	Develop a downtown directory and calendar of events	Directory and calendar distributed	Chamber	Town /downtown businesses	Ongoing http://www.elbertcountycoco.com/ maintained by those who post
1-3 M	Re-brand the Town of Elizabeth	Logo, vision statement, slogans	Town	Town Boards, Community at large	Completed 2015
3-6 M	Develop collateral material that tells the story of Downtown Elizabeth – history, businesses, events, etc.	Brochure printed and distributed to all marketing organizations.	Chamber, Main Street Merchants Association Downtown Coordinator	Town/downtown businesses	Beginning Stages
3-6 M	Engage high school computer class to create a website to develop Downtown Website (or page from City or Chamber Site) that is easy to update and includes a list of all downtown businesses, events, space for lease, volunteer opportunities.	Website built and new features/ information added regularly	School	Town/Chamber/ downtown businesses	Ongoing Used Students for Elizabeth Music and Arts Festival – continue to tap into resource
3-6 M	Brand ‘Main Street’ Elizabeth	Website, slogans, logos, Facebook, promotions, etc.	DAC, Downtown Coordinator	Chamber, Town	Beginning Stages
3-6 M	Educate groups, volunteers, influential people on the success of Main Street Communities across Colorado	(Case Studies/ Site visits)	Town	Chamber, Networking Groups, Main Street Merchants, local Businesses etc.	Ongoing Site Visit to Brush - January 2015

6+ M	Begin holding quarterly event coordinators' meetings to discuss how events can be planned together – rotate hosting the meetings	Meeting agendas highlighting areas of collaboration and means for adding components to events	Chamber or Downtown Coordinator	Chamber, Schools, Stampede, Celtic, Town, County, ECCOG, etc.	Ongoing
6+ M	Add Facebook, Instagram, Twitter, and a Blog to the website and social media as time permits.	Increased traffic on website	Chamber or Downtown Coordinator	Schools, etc.	Facebook, Twitter, Updated Website (Ongoing)
6+ M	Assess which events could be held downtown that aren't currently held in the area- create events that are new and different Suggested ideas: Scarecrow Contest, Moose on the loose, scavenger hunt, beer with the deer, wine in the pines etc.	Increased events held downtown	Chamber or Downtown Coordinator	Chamber, Schools, Stampede, Celtic, Town, County, etc.	Ongoing

3.1.3 DESIGN

<i>Time</i>	<i>Action Item</i>	<i>Measurement of Success</i>	<i>Initiator</i>	<i>Potential Partners/ Contact</i>	<i>2015 Status</i>
1-3 M	Stripe parking spaces downtown (1 side diagonal and 1 side parallel until such time sidewalks are widened and streetscape is upgraded).	New parking spaces	Community Development / Public Works Department	Chamber and businesses	Ongoing
1-3 M	Utilize CSU students to create a wayfinding and directional signage program to post throughout the Town and on 86	Presentation and adoption of options for wayfinding and directional signage program	Community Development Department	Chamber, businesses, CSU/DOLA, CDOT and residents	Ongoing
1-3 M	Development of a maintenance program to trim trees, cut back bushes, upkeep planters, replace broken lighting, installing lighting	Adoption and implementation of a maintenance program	Community Development / Public Works Department	Property Owners	Ongoing
1-12 M	Develop a Downtown Strategic Plan 1. Baseline Assessment and Analysis 2. Public Outreach and Participation Draft the Plan 3. Adopt the Plan 4. Implement the Plan	Adoption of the Downtown Strategic Plan	Community Development Department	Downtown Advisory Committee, Chamber, businesses, and residents	Adopted
3-6 M	Facilitate a community engagement process (public participation) for land use and development regulation updates (site plan standards and procedures, signs, zoning, subdivision, parking, lighting, ADU's, fees, etc.) as well as downtown design guidelines including historically appropriate building design for downtown	Community consensus on land use development regulation updates and downtown design guidelines. Adoption of overlay zone and downtown design guidelines	Community Development Department	Citizens, businesses, stakeholders, steering committee, Chamber, businesses, CSU/DOLA, and CDOT	Reviewed Annually
3-6 M	Promote an Art on the Street Program or banner/mural program	Art of the Street Program or banner /mural program	Chamber/ Public Art Committee	Local Artists	Ongoing
6-12 M	Develop a façade incentive program for historic commercial buildings	Façade Incentive Program	Community Development Department	Downtown Action Committee, Historical Society, business and Chamber	Ongoing

6-12 M	Accept submissions of art pieces and develop a selection committee to choose the pieces that will be displayed.	Formation of Public Arts Committee First Annual Art on the Street event	Chamber	Local Artists	Public Art Program: began November 17th 2014 rotates every 3 months
12 M	Identify areas for surface parking along the Main Street corridor	A minimum of 3 areas identified	Community Development / Public Works Department	Chamber, Businesses, CDOT, Parks and Recreation District, County	Ongoing
1-4 years	Develop gateway and monument signage	Gateway and monument signage constructed	Community Development Department	Citizens, businesses, Chamber, businesses, CSU/DOLA, and CDOT	Ongoing

3.1.4 ECONOMIC RESTRUCTURING

<i>Time</i>	<i>Action Item</i>	<i>Measurement of Success</i>	<i>Initiator</i>	<i>Potential Partners/ Contact</i>	<i>2015 Status</i>
1-3 M	Conduct a building and vacant space inventory and market/business gap assessment.	Detailed analysis of downtown inventory and market needs	Town	Town, Main Street Merchants Association, Business owners, FBLA/ High School	FBLA Students 2014-2015 See Appendix 3.3
3-6 M	Work with History Colorado for Site Visit & Analysis of downtown for potential creation of a Historic District	Designation of Historic Buildings & Historic District	Town	History Colorado, DOLA, Business/ Property Owners	Ongoing
12+ M	Research public private partnership to re-develop Gesin property and create gateway to main street and maximize redevelopment	Contract with consultants and property owner	Town	Property owner, Downtown Colorado, Inc., consultants, Brownfields Foundation	Open for proposals
6-12 M	Initiate action group to prepare plan on targeting needed businesses to utilize available downtown space and resources	Reduced vacancy rate, diversification of downtown services/products	Chamber	Town, ECCOG, OEDIT, Chamber Members	Ongoing
6-12 M	Work with DOLA to assess the various sources of funds available to assist in downtown enhancement projects.	Develop a comprehensive database of funding program and contact resources.	Town	DOLA, CCCD, ECCOG, OEDIT	Ongoing
12 -24 M	Advance planning for capital improvements downtown	Expanded Capital Improvement Plan and funding options	Town	DOLA, consultants, Fire District, Police Department, County, ECCOG	Ongoing

3.2 DEVELOPMENT TRACKING CHARTS

Town of Elizabeth
Development Tracking Chart: EXAMPLE

Project Name	Project Description	Project Location	Submit-tal Date	Approv-al Date	Project Status	Staff Contact	Applicant Contact	Comments
ACTIVE PROJECTS								
Elizabeth Trail System	Grant Project	Connecting schools, parks, library, & other local amenities	2014	1/29/15	Wait-ing on GOCO grant	RH	Town of Elizabeth	
Gesin Property	Development	165 S Main	2013	2013	Looking for inves-tors	RH/ DE	Town, Inves-tor, etc.	Needs addition-al promotion/ outreach
APPROVED PROJECTS								
REFERRALS								

3.3 FBLA SWOT ANALYSIS

Hayden Green
George Bornemeier
Wyatt Pollard

TOWN OF ELIZABETH/FBLA CHAPTER - SWOT Analysis- Elizabeth Main Street

INTRODUCTION

The Elizabeth High School Future Business Leaders of America partnered with the Town of Elizabeth to find new and productive ways to enrich business opportunities on Main Street in Elizabeth. Our team started our research by conducting two surveys that were given to consumers, and business owners in Elizabeth. We used the information we gathered to establish strengths, weaknesses, opportunities, and threats of the economic climate.

The Main Street Business District of Elizabeth is the center of the town and it is one of the reasons citizens do or do not shop within the town. Elizabeth's Main Street is filled with historical sites, shops, and even some residential homes. The resident population was 48% male and 51% female with the average age range being between 33 to 38 years old, and an average household income of residents was \$55,096 in 2012. The street has drawbacks that limit potential business and growth for the town, however, it is a dynamic street with many attractions that could create many opportunities that can be seized to grow current businesses and bring new business to the town. Outside threats to the town such as bigger cities, could potentially take business away. By understanding these challenges, taking advantage of the opportunities and playing to the streets advantages, the Town of Elizabeth can improve Main Street and conduct more business there.

STRENGTHS

The Main Street of Elizabeth has many attractions to the citizens of Elbert County. One of these attractions is the small town feel that Elizabeth has. When traveling to the Main Street in Elizabeth there is no traffic or crowds that come with traveling to bigger cities. One thing that Elizabeth should use to get shoppers to their Main Street is use the small town feel we previously addressed. When asked on the FBLA Community survey what is one of the attractions on Main Street, many people responded with the small town atmosphere. The citizens that took the survey also said they would enjoy getting emails regarding downtown business. The Town of Elizabeth could send out mailers advertising the town's Main Street using the small town feel as its main promotion. Showing the citizens that they would be the main focus while shopping and that they would not have to deal with big crowds would be a good source of income for the town.

The Elizabeth Future Business Leaders of America chapter conducted two surveys. One survey to the community at large and another to the business owners on Main Street. The business owner survey showed that one of the main reasons that customers returned to the business was because of the personal level they felt they knew the owners on. Elizabeth is a small town and it allows the shoppers of Main Street to get to know the owners and feel like they are more than just money walking through the door. This is possibly the biggest attraction that the Main Street of Elizabeth has to offer. When shopping in bigger towns such as Parker or Castle Rock the shoppers don't know who they are buying products from unless they already know the workers or owners before entering the store. That is not the case in Elizabeth; when shopping in Elizabeth the customers become friends with the shop owners and know they can trust the person they are doing business with. This is an important attraction of the town; it is the reason that citizens of Elbert chose to shop in Elizabeth and not go out to the bigger cities. The town should market Elizabeth as a town that is inviting and one where the people know who they are buying from. Elizabeth is not a town of large corporations, it is a town where you can put a face on the business and trust what you are buying.

One advantage the Elizabeth Main Street has over other towns is how calm and quiet it is. When shopping in bigger towns shoppers have to deal with a ton of noise and the hectic people around them. When citizens shop in Elizabeth it is peaceful and quiet. There are not a bunch of frantic people running around getting in the way and disrupting a shoppers day. This strength is the most unique that Elizabeth has. The world is continuing to grow and there is becoming less and less areas outside of the home where a person can enjoy a nice relaxing day not disrupted by a hoard of people. The other cities near Elizabeth do not have a main street that is calm and quiet. The town of Elizabeth can use this to draw in business because many people are not used to having this luxury. This is the strength that makes Elizabeth a unique place to shop and is what truly sets it apart from the nearby towns.

WEAKNESSES

While Main Street has many strengths it also has many weaknesses that drive away business. One of these weaknesses is how the street looks. The street has been described as dark and rundown. The sidewalks are not maintained and in the fall constantly have an overabundance of leaves on them. In the winter each shop owner is responsible for snow removal in front of their own building and as a result some spots on the sidewalk will be an obstacle for businesses. The buildings themselves make the street look run down because they aren't maintained, along with being dated and they give Main Street a historic look. However some of the buildings just look like they are about to fall apart. This causes shoppers to shy away from Main Street to shop somewhere else.

Another weakness that Main Street has is the lack of lighting it has at night. This could give the illusion that the businesses are closed when they aren't. When the sun goes down the street seems to shut down, there is no lighting on Main Street so it can become hard to navigate at night. This is a huge weakness for the town, because shopping later in the night is when the street could receive a good deal of business. In the winter the sun goes down at 5:30, if not earlier. Most people will not be getting home from work until 5:30 or 6:00. By this time when people need to go out and shop the street has become dark and lonesome. Without any lights on the street the town loses potential revenue.

A weakness that the Elizabeth's Main Street has is the minimal hours of operation conducted by the businesses. The businesses are mom and pop shops so the stores are usually only open when the owners are there. This means that when the owners leave at 5 or 6 o'clock in the afternoon, many stores close. This means that if you actually want to shop on Main Street you need to do it in the middle of the day. The average consumer will not be ready to shop until 4:30 at the earliest. Main Street loses a lot of business to bigger towns because of the fact that they cannot stay open later and compete.

One thing that shoppers look for is diversity. That is one thing that the Elizabeth Main Street does not have. The Elizabeth Main Street is full of antique shops, a candy store, and a few other small businesses. Citizens of Elizabeth will only shop on the street if they need something specific. If people do shop on Main Street they usually don't linger and walk around because there is not much there. Without a variety of stores shoppers will have no reason to stay and spend money in more than one place.

Another problem facing the Elizabeth Main Street is an unwillingness to adapt. Many of the business owners do not have a website or are not on social media for their business. They refuse to adapt to the business climate. This makes it difficult for shoppers who want to buy things online since the businesses close so early, and also makes it difficult for the businesses to grow and attract more business to the town.

The Main Street of Elizabeth is missing another key element of success and that is advertising for its businesses. When the citizens of Elbert County were asked on a community survey of Main Street what some of the problems were, lack of advertising was a big answer. Many citizens of Elizabeth feel they don't know what is on Main Street or what kinds of discounts are available. The businesses on Main Street do very little advertising that reaches the public. Many business owners responded on their survey that they advertise at least twice a month; however the citizens said they see no advertising. This shows that the little advertising the business owners do is very ineffective. Without proper advertising actually reaching the citizens, the Main Street of Elizabeth will not be very successful.

The Town of Elizabeth is known for many things: small town feel, historic district, and high prices. The latter is one reason that Elizabeth loses business. The small and family owned businesses struggle to make a profit especially in the current climate. This forces them to raise their prices. As a result people chose to shop in the larger towns in the area. Elizabeth has many things to offer its shoppers; however, having such high prices makes many people in Elbert county want to shop in bigger towns.

Elizabeth is a rural area and shoppers usually have to drive a few miles to reach Main Street. This is a big reason why Elizabeth loses business to larger towns. The citizens of Elizabeth who live miles away will have to drive for 20 or 30 minutes to get into downtown Elizabeth. However with the minimal hours of operation and the lack of diversity; people would rather drive 30 minutes into Parker and get exactly what they need rather than drive 20 minutes into Elizabeth and possibly get what they need at a higher price. The distance from customers' homes is a big weakness that cannot be controlled. The Main Street of Elizabeth cannot be moved and many shoppers don't have an opportunity to move closer to downtown. This is a piggy back weakness. Shoppers have to drive far to get to Elizabeth, Parker or Castle Rock but due to the high prices, lack of diversity, minimal hours of operation, etc. people choose to shop in the bigger towns.

OPPORTUNITIES

Main Street has many strengths and quite a few weaknesses, but there are many opportunities that the town can take advantage of to bring in more business. One of the largest opportunities is to create a website for Main Street specifically. The bigger towns such as Parker and Castle Rock both have websites for their town's main street. If Elizabeth wants to compete with the bigger towns, they will have to improve Main Street. There could be a link on the town's website and the website would allow people to know what businesses are out there. The website could be simple, giving citizens basic information on Main Street.

Advertisement for major events would be very beneficial to Main Street. Throughout the year there are many different events that are held on the street. For example, every Saturday during the summer there are farmers markets. Not many people know about this unless they are familiar with the area or participate in the farmers market. There are also other big events such as Elizabash, trick or treat street and occasionally there are large parades that go through Main Street. With more advertising, more people would come to the events; therefore bringing more traffic to the shops.

While driving down Highway 86 there aren't a lot of signs pointing you to Main Street. If there was more signage directing traffic in the area than the business owners might see more customers coming through their shops. Signage advertising Main Street and the shops that it has would be very beneficial to them. If there were big and colorful signs drawing the drivers attention they would at least know that there was something there. Not just to encourage them to stop and check out Main Street, but so that they know that there are shops on the street.

If someone were to be heading east on Highway 86 right as you were to turn on to Main Street immediately on the right there is a vacant lot where a large business used to be. Right now, there is nothing in the lot it is just a huge empty space. This is a major opportunity to do something better. There is a multitude of opportunities that are present with this lot being open and available. There could be a business on the corner or there could be signs advertising Main Street.

THREATS

Being the small town Elizabeth is, many nearby towns such as Parker, and Castle Rock prove to be threatening to the business atmosphere of Elizabeth. These towns are so large and contain a greater variety of stores so people are driven to these towns in order to fulfill all their tasks in one area rather than having to do part of their shopping in Elizabeth while needing other resources that are not provided in the area. The towns that are near Elizabeth will continue to drain the economy simply because Elizabeth can't offer the all the business consumers require.

On top of the larger towns, there are also smaller and similar towns such as Kiowa and Elbert that threaten Elizabeths economy. They offer lower prices than many businesses in Elizabeth. Because of the lower prices and the small town feel similar to Elizabeth, these towns will also draw away some of the business from home. So unfortunately if you live in the Elizabeth area you have better options surrounding you, either lower prices or more abundant businesses.

3.4 RESOURCES & FUNDS

RESOURCES

- American Institute of Architects (AIA), publications, architects, etc.
- American Society of Landscape Architects (ASLA), Landscape Architecture magazine)
- Colorado Brownfield Foundation – Environmental assessments and grants
- Colorado Preservation Inc. (advocacy, state preservation awards, etc.)
- Downtown Colorado, Inc., technical assistance,
- Downtown Institute from Downtown Colorado, Inc. (quarterly training focused on the Main Street Four Point Approach) Colorado
- Great Outdoors Colorado (GOCO) Trust Fund (parks, trails, recreation, open space grants)
- Historical Society (historic surveys, preservation, tax credits, etc.)
- Department of Local Affairs (technical assistance, Energy Impacts Assistance grants, Community, Colorado Main Street program Development Block grants, etc.)
- Downtown Idea Exchange/Downtown Promotion Reporter publications
- US Department of Housing & Urban Development (Housing development, HUD, Economic Development Initiative grants, etc.)
- Historic Georgetown, Historic Boulder, Historic Denver, Inc. (organizational development for advocacy, building restoration projects)
- International Downtown Association (IDA)
- League of Historic American Theaters (successful preservation, adaptive re-use projects, national conferences & workshops)
- Market Analysis Foundation (many good private consultants)
- National Main Street Center (National Town Meeting; publications on Organization, Design, Promotions, & Economic Restructuring)
- National Trust for Historic Preservation (small grants, Preservation magazine)
- RUPRI Center for Rural Entrepreneurship www.rupri.org Support practice-driven research and evaluation and facilitate shared learning among practitioners, researchers and policy makers.
- State Historical Fund (grants for surveys and historic preservation)
- TEA-21 Enhancements (grants for trails, transportation corridors, adaptive re-use of bridges, rail corridors, etc.)
- Traditional Building magazine
- Urban Land Institute (ULI)
- Visit: Littleton (gateways, maintenance of civic functions downtown, facade loans, signage, maintenance & cleanliness, etc.); Loveland (historic theater, public art, compact similar-size downtown); Lamar (authentic prairie downtown, new businesses serving emerging Hispanic markets, etc.); Gunnison (arts center, retail mix, Main Street as highway, etc.), Montrose (special events, bookstores, restaurants, etc.); Grand Junction (wayfinding signage, parking solutions, theater(s), public art, DDA, etc.); Longmont (wayfinding signage, streetscaping, etc.); Greeley (building restorations, civic uses, design guidelines); Durango (heritage tourism, design guidelines, riverfront uses); Arvada (design guidelines, special events, streetscape, etc.)

FUNDING SOURCES

- **Booth Fees** - These are charges applied to concessionaires at events, parades, community gathering places.
- **Business License Fees** - These are fees that can be assessed when a new business comes to town. This will help generate revenues for the community and will help in identifying what businesses are located in town. Many times the fees are paid every year. These dollars could be earmarked for specific business needs, events, marketing, etc. Elizabeth has a flat \$10 business license fee. The fee is probably on the low side as compared to other communities. Many communities have developed a fee schedule by businesses types. A home occupation business might be charged a different fee than a large retail business. A travelling sales person may be charged yet a different rate. Although enforcement is an issue, many communities require anyone doing business in the town have a license. The reasoning is that if an in-town contractor must pay a fee, then the competing contractor from out of town should also pay a fee.

- **Heritage Tourism Office/Colorado Tourism Office Grants** - The Elizabeth Chamber should work together with other chambers, the county and regional entities to apply for a Colorado Tourism Office Marketing Matching Grant Program, which provides funding to not for-profit organizations in the State of Colorado for the purpose of promoting the state or a region as a tourism destination.
- **Research grant opportunities for personnel** - Elizabeth should create a list of stakeholders, potential partners, etc. and determine where to look for funding, collaboration, etc. Perhaps other opportunities exist through AmeriCorps, Universities, or other agencies that provide interns.
- **East Central Council of Governments/Prairie Development Corporation** – The ECCOG and PDC can assist the business community with low interest loans for new businesses and business expansion. They can also assist with helping businesses access Enterprise Zone Tax Credits.

PUBLIC INFRASTRUCTURE

- **Tax Assistance from General Funds** - Allocate specific funds for the downtown improvements. Consider allocating by Town Board Resolution a percentage of the Wild Point P.I.F. to fund downtown improvements that benefit the entire community.
- **CDOT Planning and Management Region 4** - If not already involved, get involved in the STIP process. If possible get someone from the town board or staff or a regional committee
- **Energy and Mineral Impact Assistance Funding for public infrastructure** – These funds could assist the community with public infrastructure improvements, including roads, streetscapes, etc.
- **Great Outdoors Colorado (GOGO)** - The lottery funded program that provides grant funding for outdoor recreation. This may be a source of funding if a park is an element of the downtown revitalization.
- **Conservation Trust Fund** - Local Town of Elizabeth funding from the State that is to be used for parks and recreation. These funds could be used as part of a match to GOCO for a grant or to help maintain park facilities built downtown.

BUSINESS DEVELOPMENT

- **Governor's Office of Economic Development and International Trade (OEDIT)** – This agency has several programs from economic development assessments to small business development centers
- **EPA Brownfields Program** -This program provides direct funding for brownfields assessment and cleanup. The Gesin's Building is a potential brownfield due to the underground gasoline tanks. This fund may help with the re-development of the site.
- **Governors Energy Office (GEO) and USDA Rural Development (RD) Energy Programs**
- Both agencies have new funding programs to retro-fit both public and business HVAC and lighting systems. Elizabeth businesses could utilize new technology and renewable energy sources to reduce costs. The town could covert streetlights to more energy efficient LED type lights.
- **Small Business Administration and Economic Development Administration** – These are two Federal Programs that can assist local businesses in business startup, expansion and relocation.
- **Other Resources, e.g. Downtown Colorado, Inc., etc.** – **As a member of Downtown Colorado, Inc.,** Elizabeth will continue to be eligible for DCI services, training, and educational programs. It would be beneficial to review programs such as the Main Street Candidate Program that might offer some on-going training and support to Elizabeth's downtown efforts. Additionally, Elizabeth should access the benefits of the Colorado Development Network (CDN), a collaboration of DCI, Colorado Brownfield Foundation (CBF), and Colorado Rural Development Council (CRDC).