



Welcome to the winter issue of *Word on the Street*. We are very pleased to present the 2012 Main Street Reinvestment Statistics: 47 net full- and 26 part-time jobs created, 26 net new businesses opened, \$974,000 in private investments, over 66,000 visitors to Main Street sponsored events, and 8,511 volunteer hours — with an estimated value of \$187,500 — in five of the six designated Main Street districts reporting. During 2012, these communities invested \$2,567,000 in public projects ranging from streetscape and drainage improvements to parks enhancements, funded locally and by various grants. These numbers demonstrate that the Main Street approach is working for Colorado communities!

In this issue, we provide tips on how to assist local businesses, with an exploration of business incubation and related models. In addition, we offer tips in organization, design, economic restructuring and promotions for your slow season – be it the winter season or the upcoming “mud season.”

Also new in 2013 is our new Main Street Logo. You will be seeing it more around the state and in the Main Street communities. Last but not least we have added a Kudos Corner to our newsletter. We want to thank those who have “gone the extra mile”. It never gets old to work with people who are passionate!



Be on the lookout for a new business opening soon in historic Victor ...

Feature Article

Are Business Incubation or Coworking Models Right for Your Main Street Community?

Marc Cittone, Main Street Specialist

Business incubation is a hot topic in communities across the country. But what do we mean when we talk about business incubators? Is it a large physical space, like the Grand Valley Business Incubator Center (BIC), that accommodates office, affiliate/coworking space, light manufacturing and commercial kitchen tenants in a diverse work space with access to trainings, counseling, networking and access to capital with revolving loan funds and crowdfunding experts? Is it also connected to a college, like Farmington's San Juan College Enterprise Center? Or is it a virtual “incubator without walls” providing support to

business clients across a geographic area, like the Roaring Fork Business Resource Center? Perhaps it's a downtown coworking space for freelancers and those just starting businesses to get out of the house and network with other business people. Or maybe it is a specialized center focused on developing new retailers, or giving artisans a place to work and sell. All of these models are operating successfully across the country, nurturing and graduating businesses that boost local economies and lease or buy commercial space.

An incubator should not be thought of as a way of filling vacant space. Rather, incubators are meant to increase the survival rate of small businesses by serving as a hub



News from DOLA

For more news, see the [DOLA website](#).

Main Street Architectural Technical Assistance

Thanks to a generous grant from History Colorado, the State Historical Fund, DOLA is pleased to be able to continue architectural technical assistance to Main Street and Candidate communities throughout 2013.

Energy and Mineral Impact Funds Available

The next deadline is April 1. For more information about the Energy Impact program please contact your [DOLA Regional Manager](#) or go to our [website](#).

DOLA Holds Land Use Planning Workshops

The Community Development Office offers workshops and training on land use planning topics for planning commissioners, elected officials, and staff. Topics include 'Planning 101', Creating a Sense of Place, Developing the Comprehensive Plan, Updating the Land Use Code, Legal and Ethical Issues, and more. Contact Andy Hill, 303.866.3947, andy.hill@state.co.us.

Division of Local Government Hiring Staff

DOLA is hiring a Senior Planner to serve as a reliable resource to local and regional governments on land use planning and community development issues. Applications are due Feb. 4th. Contact Andy Hill, 303.866.3947 or andy.hill@state.co.us, if you have questions.

Thanks to a generous grant from History Colorado, the State Historical Fund, DOLA will also be hiring a preservation architect to deliver Main Street technical assistance. Be on the lookout for a job announcement in the coming weeks.

Kudos Corner

We want to thank all the board members, volunteers, and staff from: Montrose, Ridgway, Lyons, Victor, and Lamar. We appreciate the time spent on your annual work planning and thank you for your dedication to your Main Street program!

for an entrepreneurial community. They provide networks, access to services, and even accountability for implementing best practices in one's business.

The Business Incubator Center (BIC) in Grand Junction and the San Juan College (SJC) Enterprise Center in Farmington, NM are both traditional mixed-use incubators that accommodate office and light manufacturing clients, along with BIC's commercial kitchen incubation space. The 25-year old BIC started in downtown Grand Junction and eventually moved to its current campus through a deal with the Department of Energy, while the SJC Enterprise Center maintains an integral partnership with San Juan College. Both provide on-site business counseling and training, in partnership with the Small Business Development Center (SBDC) network – staff are SBDC counselors – and/or complementing what is available through SBDC. Both also host offices of numerous service providers on-site.

BIC Executive Director Jon Maraschin states that the ideal incubator set-up allows for flexibility and reconfiguring of walls and space as business needs change. While some incubators focus exclusively on office tenants, BIC accommodates manufacturers by providing three-phase electric and compressed air in code-compliant facilities. Common spaces and equipment accommodate meetings and back-office functions. Over time, the balance of uses has changed. Likewise, the SJC Enterprise Center hosts a variety of companies from health care to business services to oil and gas support industries. Many incubators also set aside some space for anchor tenants – often professional and business services – who are useful to have on-site and who pay market or higher rents for the location.

In choosing clients, incubators generally have an application process which may require an SBDC-approved business plan. Not only does this help set businesses on the right path, but cash flow projections help potential entrepreneurs evaluate if a business idea is even viable. The SBDC in Farmington also helps advise which clients should be brought into the incubator.

At BIC, tenants start with a discounted rent and are



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The Colorado Main Street® Program is funded in part by a generous grant from History Colorado, the State Historical Fund.



The Grand Valley BIC campus.

expected to pay market rent after five years, at which time companies generally graduate. At the SJC Enterprise Center, companies also typically graduate within 3-5 years. However, both Maraschin and the SJC Enterprise Center Executive Director Judith Castleberry stress that flexibility is a key component of running any incubator, and companies on their way to being profitable can stick around longer – particularly due to the ongoing recession – by paying market rent and giving back by volunteering their time to mentor newer entrepreneurs.

The Roaring Fork Business Resource Center, in contrast, started as a virtual incubator – essentially a business entrepreneurship, retention and expansion program. Then Carbondale Chamber of Commerce director Randi Lowenthal realized in 2008 that the economic downturn would expand the need for direct hands-on business assistance for start-ups and existing business. Existing resources were stretched thin, and the Chamber model, while valuable, did not provide the focus on business counseling that was needed. Lowenthal also advocated a regional approach to small business support, recognizing that the services needed were beyond the capacity of a single community. Out of this was born the notion of a virtual incubator that would cover a service area from Aspen to Parachute, which opened in 2009 with support from the Colorado Economic Development Commission and local governments.

As a virtual incubator, RFBRC was able to access grants from the Colorado EDC, foundations, and local resources for startup and equipment. RFBRC enjoys the support of local governments within the area, which provide annual support. Carbondale also contracts for management of its revolving loan fund. Further, RFBRC's two staff members are both SBDC counselors. They provide traditional business counseling services for SBDC clients, while offering more hands-on work on a fee-for-service basis. Incubator directors find common threads in topics that are in demand – accounting, marketing, social media,

Selected Funding Opportunities

As always, check with your DOLA field representative to find out how your community might fund your projects!

The **National Trust for Historic Preservation** provides grants up to \$10,000 for projects in Colorado. Deadlines are Feb 1, June 1 and Oct 1. See www.preservationnation.org.

State Historical Fund grants are awarded for acquisition & development, education, and survey and planning work. Applications are due April 1, 2013; submit your grant application no later than March 1 to have SHF staff review and offer assistance. A second grant round for smaller grants (up to \$35,000) may be held Oct 1, 2013. Historic Structure Assessment grants are available on a rolling basis. See www.historycolorado.org/grants/grants.

Energy and Mineral Impact Fund applications are due April 1. Contact your [DOLA Regional Manager](#) or go to our [website](#).

Colorado Dept. of Transportation (CDOT) may provide funding to communities through enhancement funds, Safe Routes to School, and related programs such as the Scenic Byways Program. Consult with your area transportation planning departments and contact your regional CDOT representative.

Great Outdoors Colorado offers grants (up to \$350,000) and mini-grants (up to \$60,000) for the acquisition, planning and development of parks and trails facilities. Applications for the spring grant round are due March 6, 2013. See www.goco.org.

Community Development Block Grant (CDBG) funding is offered through **DOLA's Divisions of Housing and Local Government**, the **Office of Economic Development and International Trade (OEDIT)**, as well as entitlement counties or communities. DLG's deadline is Dec 2, 2013.

USDA offers grants for rural economic development and related areas. Grant rounds are announced throughout the year, so meeting with your regional USDA representative and developing a grant project ahead of time is strongly recommended. See www.rurdev.usda.gov/RD_Grants.html or contact Amy Mund at 720-544-2906 or amy.mund@co.usda.gov.

The **Colorado Dept. of Public Health and Environment (CDPHE)** offers funding, revolving loans and expertise in remediating environmental hazards. Contact Barbara Nabors, 303.692.3393 or Barbara.Nabors@state.co.us. The **Colorado Dept. of Labor and Employment (CDLE)** also assists communities in remediating abandoned gas stations.

Check out www.coloradocommongrantforms.org for information on **foundations** accepting the **Colorado Common Grant application**. And be sure to attend **Rural Philanthropy Days** in your region (see calendar) to learn, network and to shop your projects to potential funders!

VISTAs Available for Community Development: AmeriCorps' Volunteers in Service to America (VISTA) program places volunteers for 12-month periods to build capacity for community development. Interested organizations may work directly with AmeriCorps, or with the Western Hardrock Watershed Team (www.hardrockteam.org).

and access to capital – but find that many businesses don't realize they also need training in areas like cash flow.

Incubators – be they virtual or on-site – provide a single point to contact a variety of services, from specialized trainings and business coaching, to revolving loan funds. The SJC Enterprise Center is located at San Juan College's Quality Center for Business, along with the SBDC, the Four Corners Economic Development Council, the Center for Workforce Training, the New Mexico Council of Governments, and WESST – a non-profit business development program providing financing and technical assistance. SBDC is a major training partner, offering in-depth trainings that are complemented by the center's shorter trainings accessible to busy owners. The SJC Enterprise Center also refers clients to lenders such as local banks which make SBA loans or microlenders like ACCION. Castleberry hopes to develop a network of "angel" investors in the future. As with many incubator directors, both Castleberry and Maraschin are former business owners who can apply their experience on behalf of clients. The BIC hosts the Colorado Association for Manufacturing and Technology (CAMT), a Colorado Procurement Technical Assistance Center (PTAC), SBDC, Mesa County Enterprise Zone and several loan funds, and hosts a technology transfer office largely to facilitate technology companies with their grant work.

The networks that are established at incubators can also be critical. Castleberry says the Enterprise Center "created an atmosphere of everyone being on the same page. Even though my business was different than the others, we all faced the same struggle of starting a business and were working on the same

By the Numbers

Roaring Fork Business Resource Center

In 2012, the Center assisted in generating 42 new jobs, retaining 9 jobs, and helping clients raise \$722,225 in capital.

The Business Incubator Center has since 1987 assisted in the launch of more than 260 companies, the generation of more than \$137 million in revenue by these companies, the creation of 8,982 jobs and the investment of \$50.6 million in capital. The Center currently hosts 62 businesses.

The National Business Incubation Association estimates that after five years, 87% of incubated businesses are still in business – compared to 44% of businesses that did not use the services of an incubator. Further, 84% of incubated companies remain in their communities once they graduate.

Further Reading

A Comprehensive Guide to Incubation, 2nd Edition. Sally Hayhow, National Business Incubation Association, 2004.

Best Practices in Action: Guidelines for Implementing First-Class Business Incubation Programs, Revised 2nd Edition. Corinne Colbert, Dinah Adkins, Chuck Wolfe and Karl LaPan, National Business Incubation Association, 2010.

Working in the UnOffice: A Guide to Coworking for Indie Workers, Small Businesses, and Nonprofits. Genevieve DeGuzman and Andrew Tang. Night Owls Press, 2011.

Coworking: Building Community as a Space Catalyst. Angel Kwiatkowski and Beth Buczynski, Amazon Digital Services, 2011.

National Main Street members can access an "Incubators on Main Street" webinar presented by Todd Barman, discussing some of the questions and issues to consider in exploring an incubator option.





Artworks in downtown Loveland, Colorado provides studio spaces for 16 working artists, a shared gallery, and a sense of community. Photo: Artworks Loveland.

issues ... if you have a question or a problem, there's someone who's been there and has a way to make sure your questions get answered."

Holding business owners – who are busy and may feel overwhelmed – to best practices is a key component of incubators. The SJC Enterprise Center uses a 100-point system to ensure that businesses are doing everything they need to be doing in order to move forward – from marketing to billing – and Castleberry meets with each business monthly, making it easier to get ahead of problems or challenges. Likewise BIC's counselors meet monthly with tenants and ensure they are keeping up with all aspects of their business. At RFBRC, counselors set milestones with clients and check in quarterly. While less hands-on, business owners are nonetheless reminded of and kept accountable for meeting deadlines they set.

Shared Spaces – Commercial Kitchens, Retail Incubators and Arts Cooperatives

Along with the growth in value-added food production, kitchen incubators (sometimes called community kitchens) have caught on in recent years. Incubators like BIC or the Northern Colorado Food Incubator in Fort Collins are providing not just commercial kitchen space but specialized business training. Maraschin states that the commercial kitchen space grew out of the realization that there was excess produce available from farms in the Grand Valley – the center now houses companies such as food truck operators, producers of commercial beef jerky, jalapeno salt manufacturers and a high end Bloody Mary drink mix distributor. Maraschin cautions that this model requires a high degree of management – with staff

dedicated to enforcing rules on scheduling and operating the space. It is also important to understand the difference between a commercial kitchen and a USDA kitchen – the latter being necessary for producing products for sale in grocery stores.

A retail incubator may be a great addition to downtowns if it is properly structured. By offering small spaces in a larger shared retail space, an incubator can allow a new owner to try out a retail concept and add choice to downtown offerings. It is important that retail incubators consider the same factors that any successful retailer would – from location, visibility and foot traffic to visual merchandising. Clients who have had a home-based or online business may be one target for retail incubation. National Main Street Center Senior Program Officer Todd Barman points out that to be a true incubator, retail incubators need to teach clients the ins and outs of successful retail business management – not simply provide space. Further, businesses should graduate over time into commercial spaces, thereby contributing to downtown revitalization and supporting private property owners. A retail incubator might also offer training to all area independent retailers – while being a short walk away for Main Street owners. Main Street Now ([July/Aug 2011](#)) profiled the [Springboard Shoppes](#) in Newton, New Hampshire as a successful example.

Farmers' and Craft markets can also play a role in retail incubation. In Lake City, for example, several businesses started out as vendors at the Third Street Market before moving into downtown storefronts. These include Silver Lynx, offering knitted sweaters and handcrafted jewelry; the Artists' Collective (growing from a glassblower's venture at the market); History

Hut photography and maps; and a weaver who now displays at the San Juan Soda Copmany. In fact, the market was so successful at graduating businesses beyond the Saturday-only format that after six seasons it was discontinued.

Arts co-op models may also do well on Main Streets where there is a market for artisan goods. Costs may be kept low by requiring each member to staff the shop. If structured as a non-profit, artists' co-ops may benefit from certain grant funding – for example, State Historical Fund to acquire and rehabilitate a building. Crowdfunding tools can also be helpful. Examples of artists' coop or non-profit galleries include the [Trimble Court Artisans](#) in Fort Collins or the Longmont Arts' Councils [Muse Gallery](#). [Artworks](#) in Loveland, which combines studio spaces with a gallery and will be building out classroom space, is another example. Further afield, the [Studios on Main](#) in another Loveland – Ohio – presents a model of combined studio and gallery space that has become an anchor for Main Street. Located in a former school building, the Studios on Main accommodates 24 artists who produce on-site and sell in a shared gallery space.

Keep in mind that SBDC offers specialized programs in certain regions – focusing on start-ups in general or in sectors such as agriculture or the arts – that can be a resource. Groups like Cooperative Extension may be great partners for a kitchen incubator.

Coworking on Main Street

Coworking facilities – while not full-fledged incubators – can also be ideal for downtowns, particularly if quality small office space hasn't been developed. Coworking facilities range from open spaces featuring desks, shared equipment and a meeting room, to larger establishments like Denver's Battery 621, which is owned by tenants and film production company Wink, Inc. and hosts various companies related to the snow sports industry in a 30,000 sq. ft. building.

[The Armory](#) coworking space, located in downtown Loveland's 1902 Colorado and Southern Railway Depot, is an example of a smaller town space that is taking off. When Jason Rohlf moved to Loveland from Iowa after balancing his job with entrepreneurial ventures, he wanted to start a space where freelancers and new entrepreneurs could work besides their home or a coffee shop.

Rohlf says of coworking, "First and foremost, it's a community ... coworking as a business is not profitable enough to be my main source of income, but rather it is an asset to the community. If the goal is just to fill space



Coworking clients at the Armory in Loveland.

or rent desks, it's not truly coworking. As an entrepreneur, I know the value of synergy and serendipity that comes from being around other entrepreneurs. Interactions often lead to new ideas for my business." Rohlf says that the Armory helps freelancers and start-ups to network and gain clients. "If a business needs services, members begin to look to other members or give referrals. The Armory has also become a hub for others looking for services such as web development, writing or other services – I often get inquiries." Members range from a building and painting company to web developers to consultants. About half use the space to work remotely or as a business that is their sole source of income; the other half are freelancers who work for several different companies. A key goal for the Armory is to move into a larger space that can accommodate some private offices for businesses that might add one or two employees. Ultimately, however, some businesses should grow and move into larger spaces in the downtown.

The Armory provides seminars that complement what is available through the local SBDC office. Recent seminars have focused on time management, banking and loans, and Pinterest for business. Because Rohlf works remotely from the site, he is on-site full-time and estimates he puts in up to ten hours each week on coworking administration.

Rohlf stresses that coworking founders need to do their due diligence and get members on board ahead of time. Informally surveying the needs of home based businesses and those working in coffee shops is one approach, but ultimately building strong relationships brings members. Rohlf also consulted with Cohere in Fort Collins, learned about successful models such as Creative

Density in Denver, and followed the blog of Alex Hillman, operator of Indie Hall in Philadelphia. “It’s important to understand that coworking is not a good fit for every community – if there is not a critical mass of freelancers and business start-ups. There are other models – such as shared office space amongst small professional service companies – that might be more appropriate. You might explore other models, such as the Warehouse in Loveland, which provides tools, power and workspace for hobbyists and small businesses building things.” Another model in Texas, the League of Extraordinary Brewers, bills itself as the first “coworking brewery and collaborative brewpub” bringing together craft brewers to pool equipment, production space, ideas and a shared taproom.

It’s important to realize that incubator concepts aren’t money-makers. Communities embarking on creating an incubator need to be committed to supporting an environment where local businesses can start, learn and grow. While there are many grants available to fund the initial creation of an incubator, Maraschin explains that there must be a commitment to supporting the mission of the incubator over time – a realistic rule of thumb might be for a successful incubator to cover 75% of its expenses. Likewise, coworking spaces might cover their own operational costs but are unlikely to be profitable – one reason a non-profit model might work best. Nonetheless, it is important that incubators themselves model all the characteristics of a successful business – including attention to cash flow. Through incubators’ successes in graduating businesses – most of which stay local – an incubator adds value to the local economy. The BIC, for example, has created \$4 of local economic activity for every public dollar invested – a respectable return.

As Main Street managers, it is useful to think about how incubators can contribute to downtown revitalization – whether an incubator or coworking space locates in your district or your district provides viable spaces for graduating businesses to buy or lease. Grants such as the State Historical Fund may be ideal in assisting non-profits with acquiring or rehabilitating historic properties.

Economic Restructuring Tips: Business Training during the Slow Season

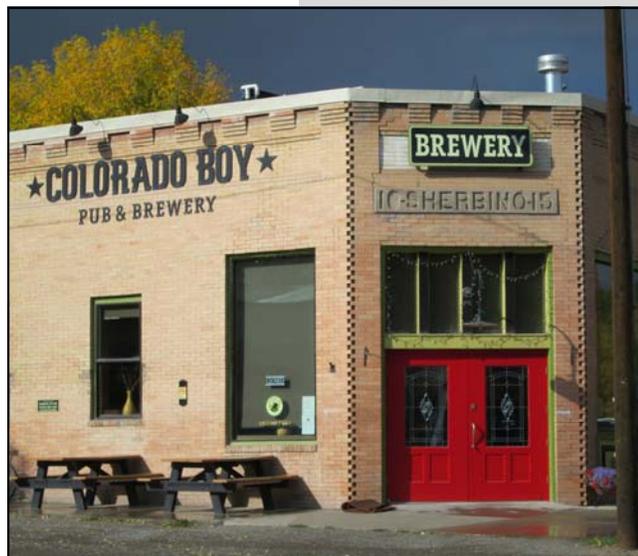
The quiet season (whether that’s late winter or the early spring mud season) is a great time for business training. Consider what your businesses need – accounting, marketing and social media are perennial needs. However, many businesses may also need training in addressing cash flow. Work with your SBDC, Community College, Chamber, SCORE, and others to schedule trainings (see article in this issue), and remember that Colorado Main Street can assist Main Street communities. Right before the summer tourist season might be a good opportunity for a hospitality or familiarity training for front-line employees as well.

Helping your businesses manage their online profile is an easy way to step up their marketing:

- Do your Main Street businesses regularly update web content, liked from your downtown business directory? Blogging tools like Wordpress may be an ideal way to get started.
- Are they on googlemaps, and if so, are they reviewed? All owners should be tracking their online reviews. Ideally, reviews are honest and positive. Negative

reviews may indicate areas for improvement. Owners can even provide opportunities – or incentives – for satisfied customers to comment right in the store.

- Do they maintain a basic facebook presence to remind people they are there? Owners can program a week or more of facebook posts ahead of time.
- Businesses that are already web-savvy may want to take the next step, optimizing for mobile devices.



Colorado Boy brewery in Ridgway is an example of adaptive re-use of one part of the Sherbino Theater building. A local effort is reviving the theater as a community arts and gathering space.

Promotions Tips:

Find something to celebrate about late winter!

After the holidays, winter or the upcoming “mud season” can be a slow time for Main Streets. However, seasonal events are a great way to invigorate your downtown businesses! Some ideas:

- Celebrate Valentine’s Day — Whether it’s a chocolate and wine tasting event, romantic dinner-and-movies specials, shopping gift registries, specials for spa services or even a matchmaking night. See the Feb 2010 and Feb 2012 issues of Main Street News for more ideas.
- Add hot chocolate and cider to your First Fridays.
- Consider a restaurant week, such as Fort Collins’ Great Plates, to highlight your local restaurants. If you have a downtown movie theater, consider a weekend or week-long movie festival with other downtown offerings.
- Or, consider a winter event outdoors. For snowier climes, this might include outdoor activities for the kids (sledding, etc.) followed by hot chocolate and events on Main Street. It might include festivities such as a bonfire. For lower elevations, Loveland’s Snow Sculpture in the Dark takes advantage of the nighttime temperatures to host ice sculpting, while Louisville’s Ice Rink is popular with the kids.
- Farmers’ markets can continue through the winter, with monthly or even weekly indoor markets selling locally made crafts, processed foods such as preserves and pickles, honey, eggs and meats, baked goods, and etc.
- Consider a niche event – that already has a following . For example, Victor is hosting a Steampunk Festival this February – an ideal fit for the community’s Victorian building stock, historic lodging, and funky atmosphere. Even the museum is getting involved with a focus on mining heritage and inventor Nicola Tesla.
- And don’t forget that winter or mud season might be an ideal time for businesses to work on – and for Main Streets to train on – visual merchandising, marketing strategies, and social media.



Victor DREAM Commission members Jane Mannon, Glori Thurston and Mayor Buck Hakes put the 2013 plan together.

Design Tips:

Design in Season

Think about ways to activate your downtown spaces during at least three seasons. Be sure to provide for snow clearing in front of vacant buildings, so pedestrian access is uninterrupted. Consider keeping holiday lights – at least white and yellow lights – up all winter to create a festive atmosphere, and ask merchants to participate with brightly lit displays. Restaurants can keep the cold out with vinyl vestibules over their doors or even by enclosing patios for seating – a number of commercial products are available. Be sure that any proposals are approved by fire and building inspectors, as needed, to avoid any surprises for business owners.

On the flip side, start to think about your summer season: Louisville restaurants, with narrow sidewalks, are building temporary patio dining on parking spots during the warm season; Fort Collins is placing bike racks in convenient locations; and Loveland is considering reforming its liquor laws to encourage patio dining and facilitate events.

Organization Tips:

Getting to Work

As your board and committees engage in work planning for the year, think about ways to secure workers for your key projects. Think about an intern (perhaps starting part-time in the spring,

giving you a chance to get up to speed, and becoming a full-time summer intern when the events season is in full swing). Ideally interns can assist a committee with specific projects that have a start and an end date or finished product (such as a study, inventory, or event planning). Structured programs like AmeriCorps and AmeriCorps VISTA , HistoriCorps (through Colorado Preservation, Inc.), your local workforce center, or a local Youth Corps program are other ways to get help. And don’t forget that some Main Streets have successfully used community service and county jail work crews to help with projects – such as a spring clean-up.

First Quarter Events Calendar

February

- 1st **Steamboat Springs** - First Friday Art Walk
- 8-10 **Lake City** - Hot Air Balloon Festival & Snowmobile Rally
- 8-10 **Steamboat Springs** - 100th Winter Carnival
- 9 **Lake City** - Ice Climbing Festival
- 15-17 **Victor** - Steam Punk Festival
- 15 -17 **Lake City** - Frozen River Film Festival,
- 23 **Lake City** - Ice Fishing Derby

March

- 1st **Steamboat Springs** - First Friday Art Walk
- 2 **Montrose** - Black Canyon Fly Fishing Show
- 7-9 **Brush!** - Mustang Classic Baseball Tournament
- 16 **Brush!** - St Patrick's Day Race
- 16 **Ridgway** - 6th Annual Wine and Whiskers Carnival
- 20 **Fruita** - Easter Egg Scramble
- 22 **Fruita** - Talent Show
- 22-24 **Steamboat Springs** - March Madness Sidewalk Sale
- 23-24 **Brush!** - Youth Baseball Tournament



Announcements

Citizens' Institute on Rural Design

Apply by March 5 to host a **Citizen's Institute on Rural Design** (CIRD) workshop in your community. CIRD workshops bring together participants from one or several communities in a geographic region to address specific local or regional challenges. The workshop might address a specific site within a town or community, or a broader issue throughout the region tied to loss of employment opportunities; rapid growth from suburban sprawl and loss of agricultural lands; location of new facilities and transportation networks; or changing demographics.

With the guidance of resource team members and CIRD program staff, CIRD workshops introduce a wide range of rural design strategies that can help a community address these challenges. These design strategies include:

- Downtown revitalization
- Arts-based development
- Heritage preservation
- Growth management
- Land and agricultural conservation
- Transportation and facility planning

See www.rural-design.org for details.

Colorado Farm Fresh Directory

February 15 is the deadline for agricultural and agritourism businesses (including farmers' markets) to be listed in the **Colorado Farm Fresh Directory**. www.colorado.gov/cs/Satellite/ag_Markets/CBON/1251599403767

May is Historic Preservation Month

Events are being held in communities across Colorado to celebrate and educate about our heritage. List your events, and find out what other communities are doing, at www.historycolorado.org/archaeologists/ahp-event-form

Down the Road:

Upcoming Education and Professional Development

Ongoing Trainings

Small Business Development Center
www.coloradosbdc.org/events.aspx

History Colorado
www.historycolorado.org/calendar

Congress for New Urbanism, Colorado
www.cnucolorado.org

Community Matters
www.communitymatters.org

International Economic Development Council
www.iedconline.org

Community Resource Center
www.crcamerica.org

Colorado Non-Profit Association
www.coloradononprofits.org

JVA Consulting
Specialized training for non-profits
www.jvaconsulting.com

Scheduled Trainings

Local Governments Work Together
Quarterly regional meetings for governments and special districts
Colorado Municipal League
Alamosa, Feb 5; Others TBD
www.cml.org

Colorado Preservation Inc.
Annual Conference
Denver, Feb 6-8
www.coloradopreservation.org

Downtown Improvement District Forum
Urban Renewal: Restoring the Heart of Colorado's Communities
Denver or call-in, 2-4 PM, Feb 14
www.downtowncoloradoinc.org

Legislative Workshop
Colorado Municipal League
Denver, Feb 20
www.cml.org

Quickbooks for Nonprofits
Colorado Nonprofit Association
Webinar, Feb 20
www.coloradononprofits.org

Get Grants
Community Resource Center
Canon City, Feb 28
www.crcamerica.org

Good to Great Boards
Colorado Nonprofit Association
Denver, Mar 6
www.coloradononprofits.org

Downtown Improvement District Forum
Innovative Approaches to Activating Vacant Spaces
Denver or call-in, 2-4 PM, Mar 14
www.downtowncoloradoinc.org

Grant Clinic / Online Grants Guide
Community Resource Center
Denver, Mar 20 & Mar 21-22
www.crcamerica.org

AIRShift
Arts Incubator of the Rockies
Fort Collins, Mar 22-24
www.airartsincubator.org

Making the Ask
Community Resource Center
Denver, Mar 25
www.crcamerica.org

Growing Your Individual Donor Program
Community Resource Center
Steamboat Springs, Mar 28
www.crcamerica.org

Rocky Mountain Land Use Institute
Annual Conference
Denver, Mar 6-8
www.law.du.edu/index.php/rmlui

Economic Development Council of CO
Spring Conference
Colorado Springs, April 3-5
<http://www.edconline.org>

Downtown Improvement District Forum
Leveraging the Lessons of the Past
Denver or call-in, 2-4 PM, Apr 11
www.downtowncoloradoinc.org

Creative Industries Summit
Colorado Creative Industries
Pueblo - April 11-12
www.coloradocreativeindustries.org

National Main Streets Conference
New Orleans, LA - Apr 14 - 16
www.mainstreet.org

Downtown Institute
Downtown Colorado, Inc.
Trinidad, April 26
www.downtowncolorado.org

Colorado Brownfields Foundation
Annual Conference
Lakewood, Apr 30 - May 1
<http://www.coloradobrownfields.org>

Downtown Improvement District Forum
Downtowns' Roles in Regional Initiatives
Denver or call-in, 2-4 PM, May 9
www.downtowncoloradoinc.org

Basic Economic Development Course
Western New Mexico University
Silver City, NM, May 19-23
www.iedconline.org

Congress for New Urbanism
Annual Conference
Salt Lake City, May 29-June 1
www.cnu21.org

Downtown Improvement District Forum
Gaining Consensus to Fund Your District
Denver or call-in, 2-4 PM, June 13
www.downtowncoloradoinc.org

Basic Economic Development Course
Economic Development Council of CO
Denver, Jun 10-14
www.edconline.org

Save the Date

International Downtown Association
Full Day Workshop
Details TBD
Denver, May 9-10

Rural Philanthropy Days:
West Slope: Ouray, June 17-19
Northwest: Granby: Sept. 25-27
www.crcamerica.org

Downtown Institute
TBD, July 26
www.downtowncoloradoinc.org

URA Board/Executive Training
TBD, Aug 14
www.downtowncoloradoinc.org

Downtown Colorado, Inc. Annual Conference
Grand Junction, Sept 10-13
www.downtowncoloradoinc.org

Real Estate & Reuse Course
IEDC
Denver, Sept 19-20
<http://www.edconline.org>

Downtown Institute
TBD, Nov 22
www.downtowncoloradoinc.org