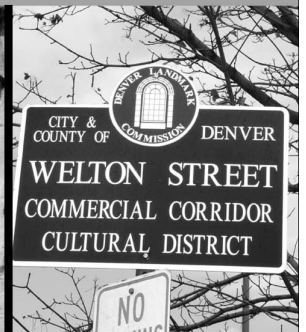


FIVE POINTS BUSINESS DISTRICT:



30-60-90 Day Plan

Dec. 1, 2009 to Feb. 28, 2010

prepared by:

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Approved by the board of directors on:
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A MESSAGE FROM THE EXECUTIVE DIRECTOR

This is a 30-60-90 Day Plan for the start-up of the Five Points Business District (FPBD) Office. The overall priority for the 90-day plan is to get the office formerly opened and operational, begin relationship-building with key stakeholders; and in general, lay the groundwork for establishing the office as the primary contact for the Welton Street Corridor. The purpose of this document is to give clear direction to the executive director and the board of directors for the first months of operation. It is organized around seven key functional areas that include: **Operations, Fiscal Management, Programming, Marketing & Outreach, Board Engagement, Planning, and Five Points 101.**

My vision for the office is for it to quickly become a valuable resource and asset for business and property owners, and become “the” Ambassador for attracting visitors. The work of the FPBD office will be centered on three basic functions that include: a Business Development Office, a Membership Association (tentatively called the Welton Street Partnership), and an emphasis on cultural preservation, which includes a tourism Visitor Center.

The **Business Development Office** will focus on the retention and expansion of relevant businesses along the Welton Street Corridor. The **Welton Street Partnership** will double as the training arm of the District Office while also serving as a revenue generator. And then the **Five Points Visitor Center** will focus on the preservation and promotion of the area’s rich African American history and heritage of the corridor and on attracting visitors to the area.

As it is extremely important to get the office off to a great start, the first 30 days (**Dec. 1—30**) will focus on getting the office open; dealing with urgent items; and beginning to meet with key business owners, property owners, and other stakeholders. The second 30 days (**Dec. 31—Jan. 29**) will focus on stabilizing operations, on strengthening information and resources for biz and property owners, including the roll-out of a membership association, and on becoming more function-area driven. The final 30 days (**Jan. 30—Feb. 28**) will focus on continued fundraising and longer term planning, including the development and roll-out of a one-year plan.

Throughout this plan, there will be a commitment to just on-going learning about the history and heritage of the corri-

dor and securing and digesting key planned and proposed plans and initiatives already out or in effect in the Greater Five Points area.

As part of framing how we and the public talk about “Five Points,” it’s important that we have a common understanding of what is meant when the area is discussed. To that end, this plan and the office will use the following language or descriptors when talking about the corridor. They include:

- **Welton Street Corridor**—the stretch on Welton Street from 20th Avenue to Downing, including some of the contiguous blocks off Welton with businesses;
- **Greater Five Points**—the Welton Street Corridor and the neighborhoods that border it, including: Curtis Park, Cole, Whittier, City Park West, North Capitol Hill, San Rafael, Central Business District, and Ballpark Neighborhood;
- **Metro Denver**—the seven county metro area, including: Adams, Arapahoe, Boulder, Broomfield, Denver, Douglas, and Jefferson counties.;
- **Colorado & The U.S.**—outside of the metro area and the rest of the United States.

Timeline for approval of this document:

- Dec 3 Complete first draft of plan;
- Dec 4 Get first draft of plan to board chair;
- Dec 7 Meet with board chair on draft of plan, then distribute to board;
- Dec 11 Present plan to board & secure approval;
- Dec 12 Revise plan as suggested by board;
- Dec 14 Targeted distribution of plan to board, sub-committee chairs, and other

We have a wonderful and exciting opportunity before us, and while we recognize that success will not come without challenges, we believe we have the absolute right team and energy in place to fully achieve our goals.

Sincerely,

Wil Alston

Executive Director

Operations

This portion of the plan will deal with the actual operations of the office. Specifically, it will focus on the tools, staffing, and equipment needed to get the office open and operational.

1-30 Days

- Secure supplies & equipment already donated by board members;
- Develop & distribute an Intern Job Description;
- Develop a “needs” list and distribute to board;
- Establish office hours;
- Secure space from Civil Technology;
- Develop plan for staffing office;
- Hold interviews for Intern selection and hire 2;
- Develop plan and use of sub-committees;
- Get phone & internet up and running;
- Retrieve maps of Welton Street Corridor to display in the office;

30-60 Days

- Develop an inventory of potential business & development funders;
- Plan & schedule a “Funder’s Forum” to expose them to business & property owners;
- Develop plan for recruiting and managing volunteers;
- Implement plan for recruiting and managing volunteers;
- Implement plan for staffing office;
- Meet with each sub-committee;

60-90 Days

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Fiscal Management

This section of the plan deals with funding for the office and the emphasis on managing the office budget and generating revenue.

1-30 Days

- Assist board of directors with the acquisition of a line of credit;
- In conjunction with board, develop a preliminary budget/revenue plan;
- Discover and meet with city’s contract manager for Five Points BDO;

30-60 Days

- Divide fiscal management responsibility between board treasurer & executive director;
- Finalize budget/revenue plan for the year;

60-90 Days

- Set date for first fundraiser with board;

Programming

This section of the plan deals with the programs that will be initiated out of the office. The program activities will be focused around the three key functions of the FPBD Office that include: the Business Development Office, the Membership Association (called the Welton Street Partnership), and an emphasis on cultural preservation & promotion.

1-30 Days

BDO

- Develop an inventory of potential funders for business and development projects;
- Meet with existing businesses with critical issues, including: Civil Technology (*zoning/funding*), Crossroads Theatre (*ownership*), etc.

Welton Street Partnership

- Develop business association model: complete with membership levels, pricing, and a development/recruitment strategy;
- Develop target list of prospects;

Cultural Preservation & Promotion

- Get Visitor Center operational, including posting historical photo exhibit from Blair-Caldwell, securing or creating brochures on existing attractions;
- Develop & implement promotional campaign plan to market Visitor Center;

30-60 Days

BDO

- Begin audit meetings with business & property owners, including a thorough audit of existing businesses to determine who's out there, how they are doing, and what they need to flourish, and of property owners to assess their interests and development plans, if they have property to sale of lease, to find out what they view as obstacles to development, and to acquaint them with the Business Development Office. This would include the empty lots as well;
- Create a database of business & property owners (including empty lots & retail spaces);
- Get Resource Center operational and ready for clients, including securing resources from BAC, SBDC, and getting online resources operational;
- Develop a business recruitment and retention plan;
- Secure appropriate online and printed resources for Resource Center;
- Begin implementing business retention & expansion plan;
- Hold a "Funder's Forum;"
- Continue audit meetings with business & property owners;
- Develop written report that summarizes audit results;
- Develop a list of high priority businesses to pursue for the corridor;

Welton Street Partnership

- Mail "Invitation To Join" letter to prospect list;

Cultural Preservation & Promotion

- Purchase membership to Denver Convention & Visitor Bureau;
- Develop long-term plan for generating tourism traffic to Welton Street;

60-90 Days

BDO

- Hold a “Funder’s Forum” to expose new and potential businesses to potential funders;

Welton Street Partnership

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Cultural Preservation & Promotion

- Hold a forum for local cultural institutions and artist/owners as part of local business support & cultural outreach;
- Develop partnership with Bill Pickett Rodeo to promote Five Points & the Welton Street Corridor;

Marketing & Outreach

This section of the plan deals with the marketing and communication-related activities, including publicity, outreach to stakeholders (including board members, business & property owners, sub-committee members, neighborhood association leadership, business resource agencies and organizations, funding organizations, maintenance district officials, law enforcement officials), and the development and utilization of online and social media tools and tactics.

1-30 Days

- Plan and hold a Grand Opening & Open House;
- Establish and begin a monthly meeting (prior to board meeting);
- Develop a “Five Points Marketing Tiers” to help shape definitions of Welton Street, Greater Five Points, Metro Denver, Colorado & The U.S.;
- Confirm logo and branding of District Office;
- Design, order, or launch key collaterals, including: business cards, stationary, website, a PowerPoint presentation, and office brochure;
- Communicate with Sub-Committee chairs;
- Schedule bi-monthly meetings with sub-committees;

30-60 Days

- Begin production of a printed newsletter;
- Begin building development & business resource partners like: DURA, Downtown Denver Partnership, CHFA, Metro Denver Chamber of Commerce, etc.;
- Begin meeting with key stakeholders, including Local Maintenance District, Neighborhood Associations, Hope Inc., Sub-Committees, etc.;
- Begin pushing out key news releases;
- Design and secure internal & external signage;
- Develop and implement a social media plan;
- Continue pushing out key news releases;
- Do a rollout of final logo & brand;
- Continue building development & business resource partners like: DURA, Downtown Denver Partnership, CHFA, Metro Denver Chamber of Commerce, etc.;
- Begin monthly member/community meeting;
- Continue with and finish meetings with key stakeholders;

60-90 Days

- Convene editorial board meetings with Denver Post & Denver Business Journal;
- Continue pushing out key news releases;

Board Engagement

This section of the plan will deal with those activities around the executive director's interaction with the board chair and the board as a whole.

1-30 Days

- Establish ED's role during board meetings;
- Establish recurring meeting with board chair;
- Establish protocols for communicating with board and chair;
- Issue monthly executive director's report the Monday prior to board meeting via board secretary;

30-60 Days

- Establish reporting & evaluation metrics and processes;
- Secure final and approved By-Laws, Mission Statement, and ED's Job Description;
- Ask board to expand to consider adding a youth seat;

60-90 Days

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Planning

This section of the plan will deal with the creation of short, intermediate (one year), and longer range planning (three-five years).

1-30 Days

- Develop and secure board approval for 30-60-90 Day Plan;
- Get understanding of NOFA Grant already submitted;

30-60 Days

- Develop an event calendar for the year that includes existing community events, and proposed FPBD events;
- Secure & review key existing plans that could affect Five Points, including: NOFA, Welton Corridor Plan & Survey results, United Way's Children's Zone proposal & their Economic Prosperity Center, Blueprint Denver, Greenprint Denver, Arapahoe Square, Zoning Codes, etc.;
- Develop executive summary that reflects existing District-related plans and how they intersect with our plan;
- Begin Implementing & evaluating District Development Plan;
- Begin developing a one-year plan;
- Review BDO Contract and incorporate key metrics into one-year plan;

60-90 Days (and beyond)

- Finalize one-year plan;
- Secure board approval of one-year plan;
- Within one-year plan, develop a 3-5 year plan;

Five Points 101 & Misc. Items

This section will focus on those activities around further learning about the history and heritage of the corridor .

1-30 Days

- Continue studying books, videos, and other existing mediums that tell the history and heritage of Five Points;

30-60 Days

- Schedule recurring meetings with Terry Nelson to explore resources in Blair-Caldwell;

60-90 Days

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