

**FLORENCE GREEN & ASSOCIATES**

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July 27, 1990

James Basham, Mayor  
City of Creede  
Creede, Colorado 81130

Dear Jimmy,

I'm sorry this has taken so long to get to you. I had it ready to send and then decided to wait to review the survey to see if it would change anything. It didn't. The survey really doesn't say anything that we did not know from the pre-planning interviews and the planning session. So I am not using it for the plan. The survey's greatest value may be in what it shows about community values and attitudes. People are certainly concerned about what is happening in Creede and, with some exceptions, want "someone" to bring economic stability to the community.

I think leadership will be the key element in turning Creede's economic fortunes around. Someone must make it a priority project in their life and pursue every opportunity, push the Chamber for follow-through on the expanded summer and winter tourism business, "smooth" the conflicts that will continue to arise between the old-timers and new comers, etc. There is a clearly a lot of hard work ahead if economic growth is to happen. I suspect that the leader on this effort will get more advice and criticism than he or she ever wanted and probably not as much help or follow-through as they need. However, I hope there is someone who is going to be the leader of this project even it will be overwhelming work and few compliments.

As you may know by now I will be in Creede (as part of my summer vacation) August 21 and 22. I hope we can meet the evening of the 21st and/or during the day on the 22nd to review the plan, answer any questions, decide where Creede goes from here, etc. I know that it is a hectic time of year for everyone and that some folks may not be able to meet with me. It is also OK if people feel there is no need to meet at all. I can also just be a tourist.

Thank you for inviting me to work on this project. I have very much enjoyed getting to know all of you. I feel a great affection for Creede and the people I have gotten to know there. I hope that all of you are able to achieve this wonderful plan you have developed.

Warmest Regards,

*Flo Green*

***CITY OF CREEDE,  
COLORADO***

**LONG RANGE  
ECONOMIC AND  
COMMUNITY DEVELOPMENT  
PLAN  
*MAY 1990***

# ***CITY OF CREEDE, COLORADO***

## **LONG RANGE ECONOMIC AND COMMUNITY DEVELOPMENT PLAN MAY 1990**

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# LONG RANGE ECONOMIC AND COMMUNITY DEVELOPMENT PLAN CREEDE, COLORADO

Developed May 1990

## HOPES AND DREAMS FOR THE FUTURE

- To survive.
- To get bigger but not too big.
- To be the home of 5-6 additional small businesses that each employ 14-20 people.
- To have the kind of work that attracts families.
- To have mining back again.
- To have successful winter businesses.
- To increase our tourist accommodations.
- To control the direction and impact of growth.
- To create stable incomes and businesses throughout the community.
- For all of us to be willing to commit ourselves to making Creede survive.
- To have a diversified economy--to not be dependent on one industry.
- To have no fewer than 500, no more than 1,000 families.
- To have an industry we can depend on.
- To have industry that doesn't pollute or overuse water.
- To help the businesses we already have.
- To have food on the table and jobs for all.
- To have year round businesses with better wages, benefits, paid vacations, and no fear about being laid off.
- Cooperation between governments and social entities.

## CORE VALUES WE WANT TO PRESERVE

- The beauty of environment is important to us, it is why most of us are here.
- There is little or no crime and no need to lock doors
- Mining history is important part of image and identity.
- It is remote and isolated here.
- People are very friendly.
- Traditional values hold true.
- There is a frontier spirit.
- We would hate to become a tourist town like Silverton. We do not want flashy buildings or people.
- We want Creede to remain a good place to raise a family.
- Low taxes, not so many people.
- We could all get more money elsewhere, but we prefer less money and a better quality of life.
- Slow pace, quality people, basic trust for each other, good morals.
- You must enjoy what is here in order to live here.

## SUMMARY ECONOMIC AND COMMUNITY DEVELOPMENT GOALS AND OBJECTIVES

- I. To develop Creede into a highly successful, year-round tourism area. To be accomplished through the following objectives:
  - A. Develop and expand the summer and winter season.
  - B. Fill beds for longer periods.
  - C. Expand summer season to May 1 through November 2.
  - D. Bring in 25% - 50% more revenue in May, June and October.
  - E. Increase day traffic in summer season.
  - F. Expand winter tourism during peak family times: Thanksgiving, Christmas, Spring Break.
  - G. Develop special winter activities.
  - H. Plan and develop a mining museum that celebrates and exploits the mining history of Creede.
  - I. Open the Creede Mining Museum by July 4, 1995.
  - J. Develop specified (approved) trails for bikes, snow mobiles, jeeps, bird watch, watching wildlife, hiking, and photography.
  
- II. To increase year-round employment opportunities in or near Creede. (To be accomplished through the following objectives.)
  - A. Improve fishing opportunities near Creede.
  - B. Increase business and employment opportunities in fishing "industry" near Creede.
  - C. Develop and implement an "incubator" program to support the development of cottage businesses.
  - D. Develop a pre-fabricated log and frame home business.
  - E. Develop year round, day and night ,child care center.
  
- III. To increase number of families living in Creede and/or income for Creede businesses by developing collaborative projects and partnerships with surrounding communities.
  - A. Increase joint tourism projects with near-by cities.
  - B. Increase promotion of recreational, shopping, and entertainment opportunities in Creede to near-by tourists and communities.
  - C. Encouraging families who work elsewhere to live in Creede. (No plans have been developed for this objective.)
  
- IV. To maintain and enhance the environmental, social and economic characteristics that are valued by residents and make Creede a desirable place to live.
  - A. Implement environmental standards as set by the National Recycling Magazine.
  - B. To improve social and cultural services in the community.
  - C. Increase knowledge of homesteader, mining and ranching history through oral history collection.

## STRATEGY FOR SUMMER AND WINTER TOURISM

### GOAL

- I. To develop Creede into a highly successful, year-round tourism area.

### OBJECTIVES

- A. Develop and expand the summer and winter season.
- B. Fill beds for longer periods.
- C. Expand summer season to May 1 through November 2.
- D. Bring in 25% - 50% more revenue in May, June and October.
- E. Increase day traffic in summer season.
- F. Expand winter tourism during peak family times: Thanksgiving, Christmas, Spring Break.
- G. Develop special winter activities.

### STRATEGIES:

- 1. Add sleeping spaces for winter tourists as soon as possible.
- 2. Use community building fund to underwrite Creede businesses that open for short term periods in winter at a financial loss as first step to developing reliable winter tourism.
- 3. Seek federal and state weatherization funds to winterize Creede ranches and motels. Seek support in business weatherization category (city must work with appropriate agencies to make this happen).

### ACTION PLAN

Who	What	When
Chamber	1. Develop Chamber Committee to explore marketing of expanded summer and winter tourism: a. Analyze current marketing efforts. b. Identify what needs to be done to improve current efforts. c. Identify what Creede can offer to expand season.	7/90
Chamber	d. Develop a plan for making the expanded season a reality.	
	2. Conduct an assessment of tourism opportunities in both summer and winter that could be expanded. Steps might include: a. Assess condition of trails b. Identify potential winter events/activities. c. List suitable/accessible winter lodging d. Identify and contact all organizations currently working on near-by winter-related activities.	9/90
City/Co Chamber	e. Develop a profile of tourism use (statistical) (1) Number of tourists throughout year. (2) Bed count on weekly basis.	

- (3) Average length of stay.
  - (4) Numbers and types of activities tourists prefer.
  - g. Develop profile of "typical tourist" who visits Creede area.
  - h. Identify "Peaks and Valleys" of season.
  - i. Mobilize volunteer people power to help with assessment.
  - j. Contact other cities to determine their tourism profile.
    - (1) Note similarities to Creede.
    - (2) Note differences to Creede.
3. Identify additional study/research you need to do. 9/90
- a. What can similar recreation areas tell you?
  - b. How can you reduce risk involved with expanding summer and winter tourism?
  - c. Other issues.
4. Form Marketing Committee to develop market strategy for winter and expanded summer business to include: 9/90
- a. Chamber Board.
  - b. Lodging industry.
  - c. Nordic Club.
  - d. Snowmobile club.
  - e. Retail.
  - f. Chamber member.
  - g. Forest Service.
  - h. Dept. of Wildlife.
  - i. Additional sources of information and ideas could come from:
    - (1) State - technical assistance.
    - (2) Tourist Board.
    - (3) Marketing experts--Adam State.
    - (4) Theater.
    - (5) Media directors.
    - (6) Summer residents.
    - (7) Chamber Executive Director.
5. Identify markets (i.e., summer residents/tourists, organized winter recreation groups, others who might be potential markets for winter and expanded summer.) 9/90
- a. Summer tourists and home owners.
  - b. X-country ski groups.
  - c. Ski mobile enthusiasts and groups.
  - d. Winter survival groups.
  - e. Other(?)
6. Develop mailing list for market survey. 9/90
7. Develop marketing survey (one page max--yes/no questions) for summer residents/tourist to determine their interest in winter and expanded summer recreation. 10/90

(Get professional help on appropriate questions to ask.)

8. Mail Survey. 10/90
9. Analyze Survey. 11/90
- a. Compare survey results with winter and summer tourism opportunities available in Creede.
  - b. Decide which needs Creede can fill.
10. Based on result of survey, develop marketing strategy. 1/91
- a. Identify image Creede must project in order to expand summer and build winter tourism business.
  - b. Analyze current marketing efforts.
    - (1) What has been effective?
    - (2) What has not been effective?
    - (3) What can you learn from other marketing strategies?
  - c. Determine activities you will promote.
  - d. Determine market "position" you want to achieve.
  - e. Determine how you will promote winter activities and expanded summer schedule.
  - f. Develop and install signage to direct tourists to Creede.
  - g. Develop needed marketing "tools" (brochure, etc.)
  - h. Conduct marketing seminars and workshop (for co-ordination of effort and improving advertising and selling skills.)
  - i. Involve other groups in marketing effort:
    - (1) Div. of Wildlife (Forest Service).
    - (2) Theater.
    - (3) Newspaper - other news media.
    - (4) Historical Society.
    - (5) Health Council (Mineral Co.)
- City/Co:
11. Develop specific plans for winter and expanded summer activities you will promote: (Start with 3-5 new activities, then add others, as needed, each year) Plans should include time-lines and action strategy outlining who will do what: 1/91
- a. Winter Recreation ideas:
    - (1) Skiing.
    - (2) Snowmobiling.
    - (3) Ice skating.
    - (4) Ice fishing
    - (5) Toboggan run.
    - (6) Indoor rodeo and horse arena.
    - (7) Watchable wildlife.
  - b. Summer Recreation.
    - (1) Bike trails.
    - (2) Silver Thread National Scenic Byway.
  - c. Other income ideas:
    - (1) Manage winter/summer rentals for property owners.

- (1) Bed and Breakfast places.
  - d. Develop package deals for:
    - (1) Small conventions.
    - (2) Family reunions.
    - (3) Workshops:
      - (a) Art/athletics.
      - (b) Survival.
      - (c) Government.
      - (d) Church groups etc, etc.
      - (e) Rendezvous (dog sled, etc.)
  - e. Develop financial incentives for lodges to stay open in winter.  
(Use Community Fund to help businesses that will have to operate at a loss in the beginning.)
  - f. Ideas for theater-year-round use
    - (1) Film festival.
    - (2) Drama club.
    - (3) Lectures, etc.
  - g. Encourage summer property owners to:
    - (1) Winterize so homes can be used in winter.
    - (2) Rent homes to others.
    - (3) Participate in community activities.
    - (4) Become community volunteers.
    - (5) Share contacts/connections that could help Creede improve its economic situation.
- 12. Develop brochure/flyer (as inexpensively as possible.) 2/91
  - a. List summer and winter activities/schedule of events
  - b. Distribute during summer to:
    - (1) Ranches.
    - (2) Theater.
    - (3) Shops, etc.
    - (4) Chamber.
  - c. Mail brochure to:
    - (1) Colo, Northern N. Mexico mail lists already in place.
    - (2) Fishing license list.
    - (3) *USA Today* ads list.
- 13. Publicity: sent out press releases on: 2/91
  - a. Aspenfest.
  - b. Cabin Fever Daze.
  - c. Trail Openings, etc.
  - d. Try to get TV coverage.
  - e. Calendars on news programs.
  - f. Features (like Stopwatch program).
  - g. Local radio coverage for events.
  - h. Concentrated word of mouth.

14. Possible additional tasks:
  - a. Create a community calendar.
  - b. Develop a brochure/package for small conventions.
  - c. Invite businesses from Valley to Creede for events.
  
15. Seek assistance from Dan Jones: SLV Economic Development Council

**SOURCES OF FUNDING:**

1. SLV Econ Dev. Council.
2. SLV Tourism Council.
3. State of Colorado Tourism Board.
4. Economic Development Planning Council.  
David Anderson Montrose-249-2436.
5. Lodging Tax Board.
6. Fund raising events.
7. Community Reinvestment Act
8. Foundations (only fund 501(c)(3) organizations.)
9. Weatherization-energy fund - Gas money, federal funding
10. Research possible federal funding in Catalogue Federal Domestic Assistance.
11. State Department of Community Economic Development.
12. UDAG and/or CDBG.

**SOURCES OF MARKETING HELP:**

1. Adams State: (or other colleges, universities)  
Graduate Student Assistant.
2. Dev. of Local Affairs for Funding
3. Creede High School Students:  
Assistance with gathering/compiling information for analysis.

**PROJECTS TO MONITOR:**

1. Tourist train.
2. Mining and museum tours.
3. Jeep and snowmobile rentals.
4. Commercial and industrial zoning.
5. Development projects throughout city and county.

## MINING MUSEUM

**GOAL:**

- I. To develop Creede into a highly successful, year-round tourism area.

**OBJECTIVES**

- H. Plan and develop a mining museum that celebrates and exploits the mining history of Creede.
- I. Open the Creede Mining Museum by July 4, 1995.

**STRATEGIES:**

- 1. Contact the following organizations for help in setting up the museum:
  - a. Texas School of Mines about who we should contact;
  - b. Colorado School of Mines, for advice;
  - c. Historical Society, to help; and
  - d. Colorado Historical Museum as resource.
- 2. Contact near-by established museums about sources of funding for museums.

**ACTION PLAN:**

Who	What	When
	1. Working committee confirmed: Basham, Boppe, Louth, S&G Wardel, E. Hardgraves, Miles, and Pinn.	9/90
City/ County	2. Location/site-next to fire station.	8/90
P. Leggit	3. Clear all legal and site location issues related to museum.	
	a. Mineral rights? Title of land	9/90
P. Leggit	b. Permits	9/90
Basham	c. Gain support from City/Co	9/90
Hager	d. Explore insurance costs and feasibility.	
Basham	e. Procure powder sources.	9/90
	4. Find volunteers for planning exhibits, staffing museum.	
	5. Complete design and site plans for museum.	9/91
B. Bope	6. Complete engineering plans.	9/91
Liz/ Sandy/ Ron	7. Form Fundraising Committee.(See information on fundraising)	9/91
	a. Complete a long range development plan for the museum.	
	b. Identify long and short term financial needs.	
	c. Conduct research to determine possible foundation, corporate and	

- d. government support.
  - d. Contact mining companies about possible funding.
  - e. Identify individual prospective donors in Creede and surrounding areas.
  - f. Solicit local donors first. (There must be an indication that the local community is willing to financially support this project before foundations, government and/or corporations outside the area will fund you.)
  - g. Develop master proposals for foundations, corporations and government.
  - h. Train fundraising committee in how to ask for money.
  - i. Implement the solicitation plan.
8. Develop public relations strategy. 9/91
- Sandy 9. Identifying possible funding sources. 6/92
- B. Louth 10. Draft plan for stocking/supplying exhibits: 9/93
- a. Plan for layout.
  - b. Documents/records.
  - c. Check with county museum.
  - d. Equipment.
  - e. Garments.
  - f. Movies/videos.
  - g. Photographs.
  - h. Drawings.

## TRAIL IMPROVEMENT

**GOAL:**

- I. To develop Creede into a highly successful, year-round tourism area.

**OBJECTIVE**

- J. Develop specified (approved) trails for bikes, snow mobiles, jeeps, bird watch, watching wildlife, hiking, and photography.

**ACTION PLAN**

Who	What	When
	1. Organize Trail Planning Group: (to include participation from the following interested groups) <ul style="list-style-type: none"> <li>a. Snowmobile Club.</li> <li>b. Dan Jones, Ala.</li> <li>c. Ski Club.</li> <li>d. Creede Bike Club.</li> <li>e. Forest Service.</li> <li>f. Horse Groups.</li> </ul>	8/90
	2. Conduct research: <ul style="list-style-type: none"> <li>a. Identify number, type and availability of trails already developed and in good condition.</li> <li>b. Which trails to be improved?</li> <li>c. Who must you work with to get trails improved?</li> <li>d. How do trails fit with summer/winter marketing?</li> <li>e. How does trail improvement fit with cooperative efforts between Creede and other communities?</li> <li>f. Investigate other trail development programs in the area.</li> </ul>	10/90
	3. Identify time-line and improvement strategy for trails to be included in this project. <ul style="list-style-type: none"> <li>a. Improve trails that need improving.</li> <li>b. Obtain necessary agreements about marking and maintenance of trails.</li> <li>c. Develop trail network.</li> </ul>	
	4. Develop program for marketing and maintaining trails. <ul style="list-style-type: none"> <li>a. Identify interested groups who could help.</li> <li>b. Copy other successful programs such as: Winter Park, Crested Butte</li> <li>c. Develop winter packages including:                             <ul style="list-style-type: none"> <li>a. Snowmobile trails.</li> </ul> </li> </ul>	
C of C	5. Market trails as part of winter and expanded summer tourism to: <ul style="list-style-type: none"> <li>a. Snow Club.</li> </ul>	

- b. Mushers.
- c. Ski Club.

***POSSIBLE FUNDING***

Parks and recreation and/or off road vehicle tax.  
Trail Development Program.  
Snowmobile trail money.

***RESOURCES TO REVIEW***

SLV EDC information on valley trails and clubs.  
Successful brochures and other printed materials.  
Forest Service.  
Parks and Recreation office.

***REPORTING PROCESS:***

Monthly report to Chamber until project is complete.

## EXPAND FISHING INDUSTRY

### GOAL::

- I. To develop Creede into a highly successful, year-round tourism area.
- II. To increase year-round employment opportunities in or near Creede.

### OBJECTIVES:

- A. Improve fishing opportunities near Creede.
- B. Increase business and employment opportunities in fishing "industry" near Creede.

### STRATEGIES:

1. Develop fish farm.
2. Improve and expand fishing.
3. Develop a viable fish hatchery.

### ACTION PLAN

Who	What	When
	<ol style="list-style-type: none"><li>1. Create a Fishing Development Council (Fish R Us) including:<ol style="list-style-type: none"><li>a. Fish &amp; Wildlife Rep (Jay Garonson/Clayton Waterhill)</li><li>b. Biologist (Barry Nearing)</li><li>c. Guest Ranches (Stan McProssen, Bill Campbell, Howard Lamb)</li><li>d. Master Fishermen (George Gronart)</li><li>e. Trout Unlimited (Fish Hatchery, Melvin Rhodes)</li><li>f. City and County. Rep (Rod Wintz, Karl Kolich)</li><li>g. Retail Merchants/Sporting Goods (George Carpenter, Bill Campbell)</li><li>h. Chamber Representative, (Rex Sheppard)</li><li>i. Forest Service</li><li>j. Student Rep (Kenny White, Shawn Brown, Jason Whitehorn)</li><li>k. Representative from Gailey (John Stump, "Trout Winitail")</li></ol></li><li>2. Develop plan for improving and expanding fishing.<ol style="list-style-type: none"><li>a. Work with<ol style="list-style-type: none"><li>(1) Game &amp; Fish</li><li>(2) Forest Service</li><li>(3) Conservation programs</li></ol></li><li>b. Include catch and release program for:<ol style="list-style-type: none"><li>1) Kids</li><li>2) Adults</li></ol></li><li>c. Include reservoirs and river.</li></ol></li><li>3. Develop strategy and direction for:<ol style="list-style-type: none"><li>a. Fish farm.</li><li>b. Viable fish hatchery.</li></ol></li></ol>	

- c. Include:
  - (1) Conservation
  - (2) Stream improvement

**RESOURCE PEOPLE:**

- 1. Dow.
- 2. Local experts.
- 3. TU.
- 4. Other.

## COTTAGE BUSINESSES

### GOAL

- II. To increase year-round employment opportunities in or near Creede.

### OBJECTIVE

- C. Develop and implement an “incubator” program to support the development of cottage businesses.

### ***BUSINESSES MOST LIKELY TO SUCCEED:***

1. Furniture.
2. Leather.
3. Weaving and Knitting.
4. Crafts:
  - a) Quilting.
  - b) Pottery.
  - c) Jewelry.
5. Component Assembly.

### ***STRATEGIES:***

1. Find facility in which to locate businesses. Possibility: 66 station.
2. Seek help from Richard Turney for developing business and marketing plan for each individual business.
3. Contact Adam State for small business development.
4. Possible funding:
  - a. Incubator with City funding and possible bank loan.
  - b. Individual businesses provide capital:
  - c. John Stump, RDFC.
  - d. Randy Russell, SLVEDC.
  - e. CHAFA - Colorado Housing and Finance Authority.
  - f. OED - State Office of Economic Development
  - g. EDA - John Zanger, Economic Development Administration.
5. Form Economic Development Council including City, County, Chamber and local businesses to provide leadership and resources for the project.

### ***ACTION STRATEGY:***

Who	What	When
-----	------	------

1. Form Economic Development Council/Corporation.
  - a. Determine if City attorney is needed to start procedure for EDC.
  - b. Determine goals.
  - c. Conduct feasibility study of business idea.
  - d. Develop marketing strategy.

- e. Establish guidelines for participation in project.
  - f. Determine business application procedures.
  - g. Explore possible locations and costs of those locations.
  - h. Determine rental costs each business will pay.
  - i. Determine requirement for repayment plan.
2. Develop Business Plan for incubator if feasibility study says go. 12/90  
(See information on development of a business plan.)
3. Purchase and/or rent facility for project if business plan says it is a go.
4. Involve City Manager to make sure all legalities are met.
5. Put following businesses in place first:
- a. Furniture.
  - b. Leather.
  - c. Craft co-op.
6. Sign up clients (leases) for incubator. 9/91

## CUSTOM LOG AND FRAME HOUSES

### **GOAL:**

II. To increase year-round employment opportunities in or near Creede.

### **OBJECTIVE:**

D. Develop a pre-fabricated log and frame home industry.

### **STRATEGY:**

1. Have business in place by summer of 1991.
2. Approximately 21 people locally employed in industry now.
3. Business could possibly employ 5 additional people.
4. We will need to find affordable property. We will need 2 - 3 acres of industrial property.

### **ACTION PLAN**

Who	What	When
Dick	1. Form working group/committee.	9/90
Dick	2. Negotiate support of City/County/Chamber.	
	3. Determine availability of logs/land.	
	4. Conduct feasibility study. (Mures Log Home Guide offered to do feasibility study.)	12/90
	a. Explore possibility of frame prefab and log in same facility.	
	b. Explore cost of property acquisition.	
	c. Visit similar businesses to see if they are successful.	
	d. Determine if business will actually provide additional jobs.	
Dick	5. Develop business plan and financial sources if feasibility says go.	1/91
	6. Seek financial support for the business. (You will need at least three years, preferably five years, of capitalization. That must come either through equity (your own investment in the business) or through debt (a loan).	
	7. Develop marketing plan to increase output of homes built in Creede area and outside (if project is successful).	

**RESOURCES:**

1. Logs - local timber.
2. Kolisch Lumber.
3. U.S. Forest Service (cooperation of).
4. Seek investment from local people.
5. You can take advantage of existing local skill and expertise about this business.

## DAY CARE CENTER

### GOALS:

II. To increase year-round employment opportunities in or near Creede.

### OBJECTIVE:

E. Develop year round, day and night ,child care center.

### AGES TO BE SERVED:

1. Babies.
2. Toddlers.
3. Preschool.
4. K-2 grades.
5. 3-5 grades.

### STRATEGIES

1. Find other similar child care facilities in the valley, meet with them and find out how they are funded, how they were able to get their program off the ground, etc.
2. Seek someone with experience in managing a similar child care facility to develop this program.
3. Start with week-day, day-time only child care first, then expand to a 24 hour, seven day a week facility.

### ACTION PLAN

Who	What	When
	1. Check with state regarding requirements for day care center operations.	
	2. Check insurance costs.	
	3. Check about federal Headstart funding for program.	
	4. Confirm site (already in place.)	
	5. Form nonprofit corporation to run center. (See enclosed information.)	
	6. Seek appropriate approvals for project.	
	7. Hire child development specialist to develop and manage program.	

### RESOURCES

1. Fees to be based on income of parents.

## ABOUT THE PLANNING PROCESS

### INTRODUCTION

In an effort to improve the economic health and well-being of their community, the business and community leaders of Creede, Colorado, along with the City Council and the County Commission, participated in a community-wide, long range strategic planning process. Part of the process consisted of personal interviews with community leaders followed by a two day planning retreat that included all segments of the community. The purpose of the planning retreat was to:

1. Identify priority quality of life issues for the residents of Creede.
2. Identify priority economic development issues.
3. Strengthen Creede's real and perceived business environment.
4. Identify economic development and/or social program initiatives that should be undertaken by various elements of the city as part of a commitment to strengthen and enhance the economic well-being of the City.
5. Identify the strengths and weaknesses as they related to economic development.
6. Develop strategies for improving the economic well-being of the community.

The Strategic Planning process used three basic methods: review of written materials, interviews with community leaders, and a community-wide retreat that involved breaking into small groups and brainstorming about possible action steps the City could take. The interviews which covered the strategic planning issues took about an hour long with individuals and two hours or so with groups. The retreat covered a two day period at which about 60 people participated. Using the information gathered during the interviews and the two day retreat, the consultant developed the following long range strategic plan for the City of Creede, Colorado.

In addition to the plan, there is an additional document which provides information on resources, how to develop a business plan and fundraising. The document also outlines the roles and responsibilities the City Council and the Chamber of Commerce must take in order to accomplish this plan.

### LONG RANGE AND STRATEGIC PLANNING OUTLINE

The basic steps of a Long Range Strategic Plan developed by the City of Creede included:

1. What is vision for the future? (What do you hope to become.)
2. Strategic planning steps:
  - a. What are mandates/givens that shape what we can and cannot do. What can we do, can we not do because of mandates? What are implications to this planning process?
  - b. Who are our constituencies? What do they want and/or expect from the City? What does the City want from them? How is the City meeting their expectations? How are they meeting the City's expectations? What will they want from the City

- tomorrow? Who must the City be responsive to? What are implications the planning process?
- c. External analysis: What are trends and changes happening external that might have an impact on Creede? Which items will have greatest impact on the community? Which are threats, which are opportunities? What are implications of threats, opportunities?
- (1) Political.
  - (2) Economic/employment.
  - (3) Technological.
  - (4) Demographics/social.
  - (5) Tax support: local, state and federal.
  - (6) Business.
  - (7) Education.
  - (8) County? State?
  - (9) Other.
- d. Internal Analysis: What are strengths and weaknesses within the City. Which strengths, which weaknesses have greatest impact on the community? What are implications of strengths, weaknesses?
- (1) Image.
  - (2) Tax base and/or other income.
  - (3) City and County decision-makers.
  - (4) Relationship with County, State, Feds.
  - (5) Abilities of business owners.
  - (6) Ability to attract other businesses.
  - (7) Geographic location.
  - (8) Natural resources.
  - (9) Employment opportunities.
- e. What critical issues must Creede address over the next three to five years.
5. Goals Creede wants to set for itself in order to address vision and/or critical issues. (Long term future desired outcomes and/or future desired states.)
  6. Objectives (Short term desired outcomes that are specific, measurable, time limited and achievable.)
  7. Resources needed to achieve objectives. (People, equipment, facilities, etc.)
  8. Budget for plan.
  9. Where will financing and/or funding come from?
  10. Implementation plan (Strategy for implementing plan into general day to day activities?)
  11. What problems or resistance might come up when we implement the plan? How might we overcome the resistance? How will we resolve the problems?

What do we need to do to make sure the plan is implemented?

12. How will plan be evaluated on an on-going basis? on yearly basis? How will we make changes to the plan if and when needed? What might be the criteria for changing course/direction?
13. How will we evaluate the planning process? What do we need to change for next year? How will we evaluate objectives and goals? What will we do with the information?

Identification of resources, the development of a budget are still needed. In the fall of 1990 when the City, County and Chamber begin to implement the plan, you may want to discuss the resistance or problems that are anticipated. Developing a strategy for overcoming those resistances can be very helpful.

## QUESTIONS FOR CREEDE, COLORADO INTERVIEWS

Name \_\_\_\_\_

Position in community \_\_\_\_\_

How long have you lived in community? \_\_\_\_\_

1. Tell me about the community.
2. What are the core values of Creede, Colorado.
3. What makes this community distinctive or unique?
4. What are your hopes and dreams for the future of this community?
5. What trends or changes have happening in the past three to five years?
6. What trends or changes do you anticipate might happen over the next three to five years?
7. What threats and/or opportunities do you see in these trends?
8. What are the strengths and weaknesses of the community?
9. What are the five most critical issues you think the community faces in the next five years?
10. What will happen if nothing is done to address those issues?
11. What changes must occur if those critical issues are to be addressed?

## SITUATIONAL ANALYSIS

The following is an analysis of the trends and changes that have implications for future success and well being of the City of Creede, Colorado. The lists below are a compilation of comments that grew out of interviews with community leaders and interested citizens. This information was used as the basis for the long range and strategic planning recommendations.

### ***WHAT WE LIKE ABOUT LIVING IN CREEDE***

It is a real community--not based on false things, we are here because we want to be.

People not willing to be "sold bill of goods."

Slow pace.

The beauty of the elks.

We don't need to lock our doors.

I trust people here.

The pace is laid back.

Positive morals.

Intimacy.

Climate.

Versatile work--can do different jobs throughout year.

Don't have to travel to vacation.

You can be who you are here.

School, theater, art, galleries.

People want to better themselves

Tourists become friends.

Outdoor sports and recreation.

We are at the head of the Rio Grande.

No congestion, no lines.

Great place to raise family.

Not crowded.

Not overly commercialized.

Not part of "rat race."

Not here for money but for quality of life.

There is a sense of Freedom.

Taxes are low.

Fishing and hunting are terrific.

No hostility, no gangs.

We have seasons.

People say hello to each other.

Genuine warmth is here.

Creede nurtures creativity.

Everyone knows everyone.

People help each other.

It's a country town.

Everyone is accepted here.

I can do what I want here.

Never had friends like I do here.  
Balanced population, about twice what we have now but not much more than that.  
You don't have to travel for recreation when you live here. Living here can be like a vacation.  
Jobs are seasonal. There are opportunities for variety and versatility.

**OPPORTUNITIES:  
TRENDS AND CHANGES THAT MAY WORK FOR CREEDE**

Zeolite (cat litter) could be mined here.  
We are here because we want to be. We have a commitment to keeping the community alive and well.  
We have the opportunity to control any negative aspects of growth.  
The new train will help tourism (won't create jobs).  
Year-round theater or art school is possibility.  
By expand tourism to winter and promote a long summer we could create more jobs.  
We could use the theater for meetings. That might bring people into the City.  
Working together--we need to continue that.  
We could develop our own fish hatchery.  
Develop the Wheeler area--put a road up there.  
We can save the town with hard work.  
We have always been there for each other in hard times--we know we can work together as a team.  
The community has been cleaned up a lot.  
We can package winter recreation ideas and market them to specific groups.  
Theater renovation will help improve image of Creede.  
Wolf Creek/East Fork ski area--could be jobs for us and we could urge other workers to live here.  
Summer people pay taxes. They are a help to us even though they do not live here year round.  
Growth of winter recreation could increase City and County tax base.  
Tourist train.  
If we get three times the size we are, it will not be a problem.  
Wolf Creek and East Fork could provide us with jobs. We need to develop similar projects in Mineral County.  
Train study: if that project should come about it would help us a lot.  
Theater renovations offers great opportunities for year round use of the building. It will also bring in more folks during the summer months.

**THREATS:  
TRENDS AND CHANGES THAT MAY WORK AGAINST CREEDE**

We didn't notice problems until young families started to move out.  
There are many summer people who complain about taxes.  
We are very fearful of change.  
City and County have done all they can to create jobs.  
Restricted river would hurt some businesses. Rio Grande would need major work to produce quality fish. But then people do not necessarily use the river for fishing.  
Women can find work in summer, but it is hard for men to find work. Business owners themselves do not always work full-time.

There is a farming crisis in the Valley.  
There are no better jobs in the valley than there are in Creede.  
The State is not as healthy as it once was.  
Winters are very cold. It costs a lot to heat. Wood heating pollutes area even though we are dependent on wood heating.  
People who worked at mines are reluctant to work for less than \$20 per hour.  
People complain about how things are but do little to change or improve the situation.  
It is hard to fill low wage positions even with teenagers.  
School might close causing kids to be bused outside of the community for school.  
Airport is unsafe--needs work.  
Some ranch cabins are not clean causing tourists not to return.  
Most of the developable land is taken.  
Instability in employment causes people to leave. The loss of families has lead to fear that the school will close down.  
Basketball at high school is endangered.  
How much longer can we hold out?  
Local businesses cannot pay mine wages.  
Increase in private property on river may diminish tourism.  
How can we save the kind of community we love?  
We don't want to be commercial.  
We don't have money we need to start the businesses we need.  
Tourism business is now only 3 months per year.  
It all feels very hopeless.  
Transportation to Creede is limited and we are so far from everything.  
We communicate about ourselves as if we were small and insignificant.  
Business people might come in to make money--not to build the community.  
We are sometimes unwilling to hear ideas and/or advice from ourselves or others.  
How do we keep growth, new business, change from making us something we do not want to become?  
Government is only full time employment now.  
It may be hard for us to see opportunities.  
Opportunities will take megabucks which we do not have.  
Housing is very limited. How do we invite other families to live here when there are few places to live?  
There is so much "turf" protection between the communities. We do not tend to work together.  
Even the snow mobile clubs won't cooperate.

***STRENGTHS:  
INTERNAL STRENGTHS THAT CAN HELP US SUCCEED.***

People who live here are hard-core folks.  
If each of business could add one more family we could strengthen the community.  
We are strong at pulling through depressions.  
When something needs fixing, needs attention--everyone works together to fix it.  
We feel secure here.  
We are making a real effort to clean up the community.  
When I moved here people were, and are, very friendly.

City, county, school, Chamber are all working together to solve problems.  
We are survivors.  
Infra-structure/school system are excellent.  
We have excellent fire, police, emergency systems.  
The beauty of our surroundings inspire us.  
The chamber is trying to make things happen.  
We are willing to work if work is there.  
We are in midst of prime cross country skiing and snow mobile country.  
There is no pressure to be rich here.  
It is not expensive to live here.  
We have accepted that the mine is not coming back.  
Closeness of natural forest is an asset to the community.  
Newcomers want to be part of community.  
We are a big family.  
We are willing to take risks.  
We have tourism and recreation experience which can help us succeed in winter tourism.  
Knowledgeable people are willing to help.  
Newcomers find a home in the Chamber.  
We do not have the crime problems of other communities.  
People are our greatest asset.  
School population could double and we would be OK. Population was triple today's number eight years ago.

***WEAKNESSES:  
INTERNAL BLOCKS THAT MIGHT WORK AGAINST US***

We are afraid locals will not like it if we give tax breaks to new businesses but not to them. So we do nothing to bring in new businesses. It will be hard to bring businesses in without a tax incentive.  
Older people are not concerned about the economy like younger families who have mortgages.  
Too many people believe the mines will come back.  
There are not enough people willing to make it all happen. Eighty percent of the people here want to only be open three months out of the year. Only a few want to be open more of the year.  
The school system is really only a make-due rather than quality programs.  
People want to be paid what they once received in the mines. Few of the businesses here can do that. Even kids want to make big money. Everyone complains about lack of work, but most will not work unless the pay is high.  
Services are not available. There is no drug store, even.  
Property is expensive in terms of return you can make on commercial venture.  
Old-timers both built this community and are now tearing it apart.  
We don't want change. We don't want leaders who will bring about change.  
The town is controlled by three or four families.  
Transportation is a problem here. We can't offer people three day week-end advantages.  
Fishing is not what it once was. Water flows affect fishing. People can also fish elsewhere.  
People are there for you on a one-to-one, but it is hard for us to work together as a team.  
Creede has never been an area where you can make much of a living. You can only make money with lots of long, hard work.  
There are lots of ideas, but no one does anything.

People who have been here for a long time and who are older are reluctant to change.  
We will have to learn how to work with people on a year round basis. We will have to rethink how we do things. We plan to work hard in the summer and then take the rest of the year off.  
Being remote both works for and against us.  
There is a class system in Creede.  
Newcomers want to change the system in a short time.  
Income desired and tax base are not in harmony.  
Only 5% of county is taxable.  
We have always lost large part of our young population.  
There are not enough jobs.  
Creede has never been a place where you can make big living.  
Old/long-time families do not belong to Chamber.  
There are some negative reactions against the efforts to rebuild the community.  
We can be very conservative and narrow-minded sometimes.  
We do not have the opportunities of big cities.  
Problem areas include:  
    Transportation.  
    Decline in population.  
    Lack of medical services.  
    People are fearful--we have lost our security.  
    Long hard winters.  
    Weather, economy in other areas (Texas, Oklahoma) affects us.  
We are far from any metropolitan area.  
It is difficult to hang on.  
Summer season is too short.  
We don't know how to attract businesses/industry.  
Some people do not want full time or year round work.  
No drug store and shopping is poor.  
People shop in valley rather than in Creede.  
The town is controlled by 3-4 families making change very difficult.  
We don't want change--we don't want leaders who will bring about change.  
Property is expensive in terms of return you can make.  
Shops are closed in the winter.  
Fishing is not what it was.  
Some groups work against each other--some people are reluctant to change.  
County communities work against each other.  
People tend to talk--not act.  
Too many biased opinions work against improving things.  
We don't want to give up anything now in order to make Creede what it was.  
We don't give and take well.

## **CRITICAL ISSUES THAT COULD IMPACT ECONOMIC AND COMMUNITY DEVELOPMENT SUCCESS**

### ***THREATS***

Adequate water.  
Schools may not be able to stay open.  
Creating enough jobs that pay livable wages.  
Nothing has happening in a long time.  
Population is declining.  
Tourism doesn't bring families to live in Creede.  
There is still hope that we will rebuild the mining industry.  
Summer employees--where will we get them?  
More people are now being employed at Wolf Creek.  
Game and fish are not stocking river as they once did.  
There is an increased need for free lunches at school, a sign that times are bad.  
Community morale is low.  
Increasingly we are a retirement community.  
People, especially young families, are leaving to find work.  
As we collapse in on ourselves we become fearful, causing lashing out at each other. Personality conflicts are here now.  
People go out of town to shop--taking money out of the community.  
Assessed value has declined by \$7,000,000 over last seven years.  
Young families, young adults leave community creating a drop in school enrollment.  
People are depressed and feel there is nothing we can do.  
We feel humiliated.  
We shoot ourselves in the foot most of the time. We discourage people interested in developing businesses here.  
There isn't housing for new families. We forget that when the mine was open, 60% of our families drove in from other communities. We may not really be able to handle additional families.  
Our kids must leave in order to find year round work.  
It really doesn't get warm until June or July. That might work against an expanded summer season.  
We are greatly influenced by the weather and economics of other states and parts of the country.

### ***OPPORTUNITY AND/OR THREAT***

Developing a plan everyone can respond to without arguing.  
Offering special advantages to prospective businesses/industries.  
Conflict between old timers and newcomers may distract us from what we need to do.  
Year round hotel is needed.  
Low self image works against us.  
Health care is almost nonexistent.  
More people are going into business with no experience.  
Mining is not likely to return.  
We are going to have to offer special advantages to businesses to get them to come here.

There will always be a school here. The issue is quality education. It is hard to attract families if school is not of high quality.

Law enforcement will have to grow as the community grows.

### **OPPORTUNITY**

We need to develop something different, something unusual like underground shops, motel, etc.

We must keep the old west atmosphere.

Helping existing businesses stay in business.

Creating new businesses.

Success at promoting winter tourism businesses is critical.

Scenic roads are needed attract tourists to us.

We have the proven capacity to work together.

Improving fishing is important to tourism.

Growth in winter tourism is a must.

Ranches, homes, hotels need to be winterized.

We are starting to take pride in what Creede looks like.

We know mine is not going to reopen.

Changing attitude toward tourist--we are more welcoming than we have been in the past.

Quality fishing should be our goal, not all you can take.

People are coming up with ideas for change.

We need year round, reliable, stable income.

Creede as a retirement community may not be realistic. Low cost fuel is not available and winters are hard.

Chamber has stimulated more business.

Theater is selling more tickets.

There is increasing interest in finding solutions to our current situation.

When we lost the mine, we lost wages for men.

People must now work several jobs to make ends meet.

We waited four years for the mine to open--now we are talking in more cooperative ways.

We are now drawing people to shop. People say they can find things here they can't get any other place.

Business community is looked to as catalyst for change.

There is lots of fix-up, clean up, there is interest and pride in community growing.

Growing numbers of people are interested in snow sports.

Young people can make good money here in the summer.

Some folks could work at Wolf Creek. They are largest sales tax entity. We need to get workers to live here.

## PRE-PLANNING INTERVIEWS

### County Commissioners:

1. Gordon Hosserkus
2. Rod Wintz
3. John Penzien.
4. Members of Chamber of Commerce
5. Delen Coln, Director
6. Creede Theater Staff
7. Sandy Krohl
8. Phil Loggett, Sheriff
9. Bonnie Wardell
10. City Council
11. Bob and Janelle Kukuk.
12. Max Curry and Randy McClure.
13. Billy and Kim Fairchild.
14. Steve and Carolyn Wardell.
15. School Board.
16. Forest Service staff.
17. Carlos Pinto.
18. Cathy Ormsby.
19. Mel Wyley.
20. Bob Louth.
21. Harry Larson.
22. Chloe Rogers.

23. Sandy Hosselkus.
24. Kent Hager.
25. Jim Basham, Mayor
26. B. J. Meyers.
27. Rick Ormsby.

Hunting



Modern Cabins

# Wason Ranch

Fishing



## LOCAL BUSINESSES

- 1 WILLOW CREEK BICYCLE SHOP
- 2 SAN JUAN SPORTS
- 3 AMETHYST EMPORIUM
- 4 CAPTIVE INCA
- 5 HORN HUT
- 6 RARE THINGS
- 7 MT. MAN FLOATING AND SNOWMOB.
- 8 KARAKAS SNOW CAT AND X-COUNTRY
- 9 AIRPORT SNOWMOBILE SERVICE
- 10 ALBRIGHT TOURS
- 11 ALBRIGHT CARPENTRY
- 12 CURRY PAINTING SVCE.
- 13 DOUBLE "D" CONST.
- 14 JONES WOODWORKING ASPEN
- 15 REX'S WOODWORKING
- 16 ~~XXXXXXXXXXXXXXXXXXXX~~
- 17 QUILLERS ART
- 18 PAPPYS PLACE
- 19 HOSSELKUS STORE
- 20 CONOCO
- 21 STANDARD
- 22 HARDWARE
- 23 KULYKS SHOP
- 24 HOOPERS SHOP
- 25 ART GALLERY
- 26 K - BELLE GROCERY
- 27 CARNAN DEV.
- 28 HALL REALTY
- 29 CREEDE REALTY
- 30 SNEED CONST.
- 31 KUKUK CONST.
- 32 KUKUK COMPUTER
- 33 ATTIC SHOP
- 34 LEWIS CONST.
- 35 LAUNDRY MAT
- 36 GUSTAFSON LAUNDRY
- 37 KOLISCH LUMBER
- 38 RAMBLE HOUSE
- 39 TRADING POST
- 40 WARD CONST.
- 41 ELLISON GUIDE SVCE.
- 42 CONKEY GUIDE SVCE.
- 43 JAKE POWELL GUIDE SVCE.
- 44 ROD WINTZ GUIDE SVCE.
- 45 HUGHES GIDE SERVICE.
- 46 MCCROSSEN WOODWORKING
- 47 GIFT SHOP NEXT TO THE ATTIC
- 48 THRESSIA'S BEAUTY SALON
- 49 MARGARETS BEAUTY SALON
- 50 CREEDE THEATRE

## GUEST RANCHES

- 4 U R
- BLUE CREEK
- COTTONWOOD COVE
- LA GARITA
- WASON
- HARTMANS
- BROADACRES
- ANTLERS
- SOWARDS
- FREEMANS
- WETHERILLS
- BROKEN ARROW
- SNOWSHOE MOTEL
- DABNEY RANCH
- CREEDE HOTEL
- LITTLE SQUAW
- TREGOS
- SAN JUAN
- SKI HI
- LOST TRAIL
- WRIGHTS
- CONTINETAL

*SKI AREA -  
MINE TRAIL TOURS*

## RESTAURANT'S & BARS

- CREEDE HOTEL
- GOLDEN NUGGET
- MUCKERS BUCKET
- PAPPEY'S PLACE
- O M I
- BRISTOL INN
- WETHERILLS
- FREEMANS STORE

## OTHER EMPLOYEMENT

- COCA MINES
- HOMESTAKE
- STATE HIGHWAY
- D. O. W.
- SCHOOL
- COUNTY
- CITY
- FOREST SERVICE
- EMPIRE GAS
- R. E. A.

## POSSIBILITIES

- PELLET MILL - WOOD STOVES
- PASSENGER TRAIN
- RAILS TO TRAILS
- ZEOLITE
- FURNITURE FACTORY
- WATER PLANT
- MORE WINTER SPORTS:
- X country skiing
- snowmobiling
- snow cat
- ice fishing
- wildlife photography
- snow caving
- CREEDE TO LAKE CITY SNOMOB.
- MOUNTAIN BIKE TRAILS
- WINTER THEATRE
- PREFAB LOG HOMES
- WINTER SURVIVAL SCHOOL
- ASSEMBLY PLANT

City of Creede and Mineral County  
List of Significant Projects and Activities  
February, 1990

RECENT PAST

1. Downtown improvements. Sidewalk, curb, gutter and repaving of main street. (\$200,000 state, \$25,000 City cash)
2. Rehabilitate county courthouse. (\$100,000 state, \$150,000 County cash)
3. Replace all three city bridges and install guard rails. (\$100,000 state, \$20,000 City and County in-kind)
4. *Implement lodging Tax to promote + market tourism.*  
Subtotal: \$595,000

CURRENT

1. Assist with Creede Repertory Theatre reconstruction. (estimated state funds to be made available through the County \$300,000, local funds from city and county \$20,000 cash)
2. Forest Service grant proposal for construction of the Creede to Lake City snowmobile trail. At this time, the grant is rated as priority 6 in a five state region. (\$16,000 federal and \$16,000 local in-kind)
3. Construction of the Spring Creek information booth. (estimated federal share \$18,000 and local share from various entities \$18,000, mostly in-kind)
4. Work with the Forest Service on the construction and signing of the Bachelor Loop Scenic drive. (estimated federal share \$18,000 and county contribution of \$20,000 in-kind)
5. Tourist train feasibility study for the South Fork to Creede line. (\$9,000 grant and \$6,000 cash from local government and private sources)
6. Work with the Forest Service on the state and federal designation of 149 as a scenic byway.

Subtotal: \$441,000

FUTURE

1. Continue to assist and permit the Village at Wolf Creek development, a 300 acre four season development at the base of Wolf Creek Ski Area. The development consists of 2,172

housing units, approximately 20% open space, and 222,100 square feet of commercial development.

2. Prepare for the submission of the development proposal for the East Fork project. The area consists of approximately 2,400 acres of private land and 4,000 acres of forest land.

3. Work with the Mined Land Reclamation Division of the Department of Natural Resources for work on elimination of safety hazards posed by open mine portals. Also work with them on a clean water project being the improvement of fish habitat on East Willow Creek. No estimated cost at this time.

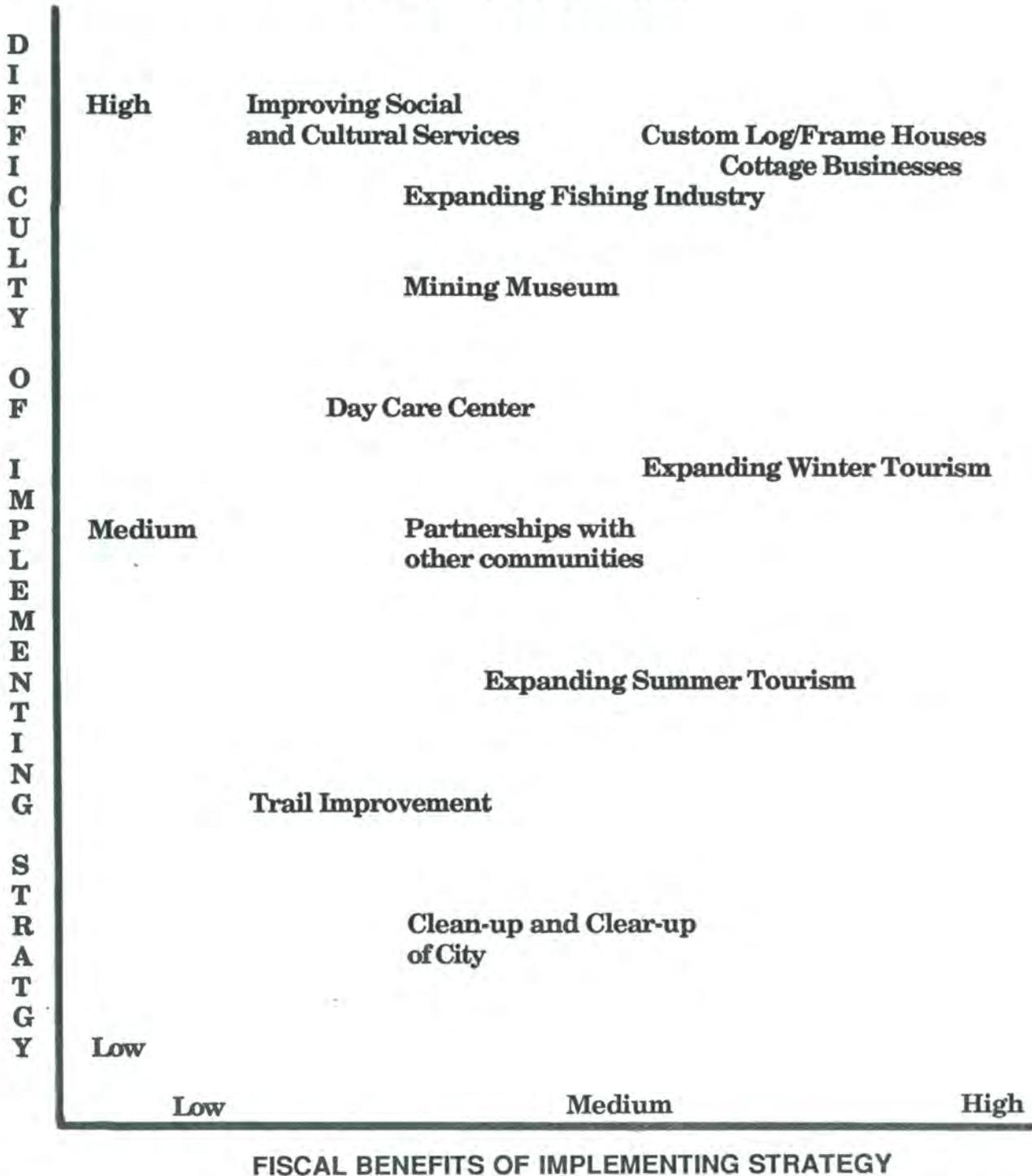
4. Continue to work with the Army Corps of Engineers to rebuild the flood control flume through town. Preliminary estimated cost in excess of \$1.2 million. Hopefully this project will be undertaken in the next four to eight years.

5. Conduct preliminary engineering study to evaluate the alternatives available for supply of town water to meet federal water quality standards. Preliminary estimated cost in excess of \$350,000.

Subtotal:    \$1,550,000

Total:       \$2,586,000

## DECISION MATRIX FOR DEVELOPMENT STRATEGIES CREEDE, COLORADO



All of the projects identified as the most likely to bring financial benefits for Creede are also projects that in which there will be a high degree of difficulty in implementing the strategy.

## ROLE OF CITY COUNCIL IN IMPLEMENTING PLAN

1. Identify image for Creede. Put the image into words. Create a short three to five word slogan that says what Creede is. Begin putting the slogan on everything. Develop a logo to match the slogan. Put it on everything as well. Work with the Chamber on this project.
2. Enforce City clean-up ordinances.
3. Seek community and economic development funding and support from all sources.
4. Make economic recovery a priority of the City and County.
5. Actively pursue improvement and expansion of central park (solicit help from Rotary, Chamber, others). Begin with development of a Use and Equipment needs plan.
6. Promote the recycling project. Set up a volunteer committee to work out details of the project. Seek a method to fund recycling bins.
7. Form an Economic and Community Development Council composed of County, City and Chamber leaders. Their task should be to develop and/or establish:
  - a) Goals and objectives for broad-based community and economic development.
  - b) Criteria for acceptable industries in Creede.
  - c) Strategies for attracting potential industries (consider outside consultation to help you in this area).
  - d) Working relationship with Chamber for expanding tourism.
  - e) Plans for developing and creating reliable, full time, decent pay employment in Creede.
  - f) Time-line and evaluation method for community and economic development activities.
8. Develop realistic housing strategy:
  - a) Assess what is available.
  - b) Identify future needs.
  - c) Develop housing plan that include future needs for:
    - (1) Rental(s).
    - (2) Condos.
    - (3) Single family
  - d) Develop implementation time-line.
  - e) Develop financing strategy involving:
    - (1) Developers.
    - (2) State and federal funding.
  - f) Rehabilitation of existing housing is also needed.
9. Continue meeting with other communities that are experiencing similar problems. Look at how they are responding to this problem. What have they discovered that could be helpful to Creede.

## CHAMBER OF COMMERCE ROLE

1. Work with City to create slogan and logo that communicates the kind of image wanted for Creede.
2. Research low interest business loans (Small Business Bureau, venture capitalists, summer residents, all state and federal sources).
3. Develop strategies for marketing winter and expanded summer tourism.
4. Develop income generating activities with other cities.
5. Form an Economic and Community Development Council with City and County.
6. Provide training for, and development of, local businesses in needed areas.
7. Develop (and distribute to "regular" tourists and summer residents) community event and activity calendar.
8. Promote and support City-wide recycling project.
9. Develop fun strategy for person-to-person marketing that Creede residents can do. Promote an "everybody markets" strategy.
10. Form Chamber committee to research and identify business opportunities that "fit" needs of community, skill of residents wanting work, and for which there is a market.

## WHAT CREEDE MUST DO TO ACHIEVE THE PLAN

1. Success is most likely to come if you stay close to what you already know. You know tourism and summer and winter sports. Log cabin businesses and cottage industries will be a bit more difficult to implement.
2. Focus on winter and expanded summer tourism because those activities can be developed immediately. Plans for businesses and industry will take several years to implement.
3. Nine out of Ten businesses fail. Most fail because they are under capitalized. The potential for success with the business ideas will be greatly enhanced if:
  - a. Each business venture has a comprehensive business plan covering at least three years, and
  - b. The financial support is sufficient to sustain the business for at least three to five years.
4. Be honest about what you do not know. Seek help and/or answers when you do not know. Be willing to go outside of Creede for help if necessary.
5. Look for professional consultation and financing help from all available sources, even the federal government.
6. Someone must "run" with this. That someone will need to be:
  - a. knowledgeable about Creede's values and dreams,
  - b. willing to pursue all resources that might be available for community and/or economic development;
  - c. able to make deals quickly;
  - d. willing to not be liked;
  - e. supported by City, County, and community;
  - f. an excellent negotiator;
  - g. tireless; and
  - h. absolutely committed to creating jobs in Creede no matter how much time and energy it takes.
7. Use time in a productive manner. Determine "key results" that must be achieved each day, each month, each year--both personally and as a community. Focus on the key results. Try not to be distracted by issues that do not lead to the key results you are trying to achieve.
8. Let go of the old-timer/newcomer debate. Use energy and resources to achieve results. Focus on building partnerships and collaborations. Promote stories about working together, about achieving results.
9. Treat criticism as valuable information. Thank critics for their ideas and interest in your efforts. Give up the desire that everyone should be involved in trying to solve the economic problems facing Creede. Let it be OK that some people will only give criticism. Do not spend your time in debate and worry about complainers and critics. Thank them for their concern, be willing to respond to criticism that is legitimate, make changes if necessary, and continue to move toward the goals.

## BASIC ASSISTANCE PROVIDERS IN VALLEY

1. Department of Local Affairs: Their mission is to service local governments. They can assist the City in a variety of ways:
  - a. The Kellogg program is charged with bringing together the experience and resources of the University of Colorado, Colorado State and the Local Affairs Council with local cities. There is a possibility of the City becoming a Kellogg participant. (I was told that discussions have already begun about this option.)
  - b. Economic development assistance is also available from the Department of Local Affairs.
2. A Revolving Loan Fund is available for new and expanding businesses through the Valley Regional Planning Commission.
3. The SLV EDC exists, possibly temporarily, to provide assistance.
4. Adams State handles the federal Small Business Administration program. Both the City and Creede business community could seek assistance there.
5. Fish Farming: Forest Service has developed financial assistance plan to assist San Luis Valley residents develop fish farming. Business plan assistance is available from Adams State SBDC.
6. Fish Hatchery: Wildlife or Soil Conservation Service along with knowledgeable local people can do a feasibility study.
7. Hydroelectric Development: Federal Energy Management Agency is in Denver.
8. Other energy issues: Seek help from Karen Reinertson, Director, Office of Energy Conservation.
9. Outdoor Education: Teton Science School, Brechenridge, Aspen School are sources of assistance.
10. Day Care: Contact Department of Education for Leadville model and Denver Colorado School District model.
11. Technical Assistance from Local Affairs:
  - a. Energy Impact Grants: Ken Charlen.
  - b. CDBG grants and Housing and Public Facilities.
  - c. Colorado Initiative could be helpful for special projects like the Mining Museum.
  - d. Kellogg Program offers leadership and technical assistance.
  - e. Stephanie Two Eagles can provide in-depth individual assistance in tourism.

- f. Assistance with window, merchandising, retail businesses is available from Ken Charlen.
  - g. Housing Division could be helpful to City on how to approach federal programs.
12. Other State Technical Assistance:
- a. Division of Wildlife: "Fishing is Fun" Ideas for improving public fishing.
  - b. Parks and Recreation: Trail development funds.
  - c. Off-road Vehicle Tax: New tax will come back to local 4 wheel drive clubs for improvement of jeep trails.
  - d. CHFA: Colorado Housing Finance Authority.
13. Tom Hart: Southwest Community Resources. A five county housing resource supplier in Durango looking to expand territory.

## SELECTING AND PLANNING A BUSINESS

The following outline is presented as a guide to the development of a business plan. There are many books available that the City might also find helpful. It is critical that each of the business ventures develop a business plan. Most businesses in the United States fail (9 out of 10) not because they are not good ideas, but because they have not been carefully planned and/or capitalized. It will be very difficult to get financial support for your business ideas if there is not business plan.

### **SELECTING THE BUSINESS IDEA OR CONCEPT:**

Answer the following questions:

1. Creede wants businesses/industries that will accomplish the following: (All business ideas should be measured against this list. If the business does not accomplish at least one of the following it should not be pursued.)
  - a. Provide jobs throughout community.
  - b. Additional income for business owner.
  - c. Bring families into the community.
  - d. Create employment for young people.
  - e. Other.
2. Explore business ideas that could achieve the purposes listed above.
  - a. Look at ideas that include skills the community already possesses.
  - b. Consider the needs of prospective markets. What do folks need that Creede or someone in Creede can provide?
  - c. Think about start-up costs. Is the idea realistic given the capital that would be required to start and run the business for 3 to 5 years or until income becomes steady?
3. Select one or two business ideas that come closest to meeting the needs identified above and explore the following questions:
  - a. Why is this a good business idea for Creeds?
  - b. How does it meet the purpose of a business as outlined in question 1?
  - c. What would be the impact on community values for if the City of Creede pursued this business idea?
4. Is the business idea still a good idea given your answers to the questions above? If no, begin again at question 1. If yes, continue:

### **TESTING THE FEASIBILITY OF THE BUSINESS IDEA:**

5. Determine the feasibility of the chosen business activity.
  - a. Define the business.
  - b. Identify the strengths and weaknesses that will affect City and/or business owner's ability to establish the business.
  - c. Identify impact on community values and goals? Is impact acceptable?

- d. Who will be targeted market for this business?
  - e. What portion of this market is served by other similar products?
  - f. How do you know market is interested in your idea?
  - g. What portion of the market can you reasonably expect to capture?
  - h. What will it cost to develop this business venture?
  - i. What will start-up costs be?
  - j. When can City and/or owner reasonably expect to begin to make a profit?
  - k. What resources does City and/or owner have to invest in the business venture to maintain business over three to five years?
  - l. What additional funding is needed? Where will it come from?
  - m. What is an appropriate level of equity capital and debt capital?
  - n. Do you have personnel who can manage this business idea? Are they trained in the skill areas you will need? Must you hire someone from outside the community in order to find the skills needed to start-up and manage the business venture? If someone will be doing this business as well as a job they already have, which work will have priority? If you hire someone from outside the community, what must you give them to keep them in Creede?
  - o. What will marketing and sales costs? Do you have the skills needed to develop a marketing and sales strategy? Where will priorities be?
  - p. What risks and/or problems might occur if City and/or owner begin this business venture?
6. Industry Analysis:
- a. Describe economic sector/industry the business will occupy.
  - b. List range of products or services offered by industry.
  - c. Describe geographic scope of industry.
  - d. What is size and growth rate of industry.
  - f. What are trends and conditions (growth factors) that control industry.
  - g. How is it a cyclical and/or seasonal industry.
  - h. What are financial operating characteristics and trends of industry.
7. Is the business still a good idea? Can it accomplish the purpose stated above? Is there a potential for success? Is the industry the business will be part of healthy? If no to any of these questions, go back to the first question and start over again with a new idea. If yes, City and/or owner must now develop a full blown business plan. A business plan includes the following:

**BUSINESS PLAN OUTLINE:**

(Answer the following questions as fully as possible. This process will require a great deal of research and thought. Trade Associations and similar businesses in close-by and/or similar communities can be a wonderful source of information. The purpose of the plan is to determine whether or not the business is a good idea.)

1. Executive Summary:
  - a. Present status of business.
  - b. Overall objective of business plan.
  - c. Overview of competition.
  - d. Business strategies.
  - e. Resource requirements.
  - f. Expected benefits.
  - g. Net cash requirements.
  - h. Performance measures and milestones.
2. Definition of business:
  - a. What business are you in or what business do you intend to enter.
  - b. What products or services do you intend to develop.
  - c. What markets do you intend to penetrate.
  - d. Statement of objectives.
  - e. Owner's qualifications to run business
  - f. Image customers will see in the business
  - g. Background of proposed business and how it fits City's and/or owner's long term mission, purpose and goals.
3. Business analysis:
  - a. What are major strengths and weaknesses of:
    - (1) Marketing.
    - (2) Finance.
    - (3) Purchasing of equipment, materials, supplies, etc.
    - (4) Distribution.
    - (5) Resources.
      - (a) Information systems.
      - (b) Policies and procedures.
      - (c) Management.
4. Organization and staffing:
  - a. Describe management team.
  - b. Responsibilities of management.
  - c. Functions of key personnel.
  - d. Legal structure of business.
  - e. Organizational structure/chart.
  - f. City and/or County involvement with the business.
  - g. Management qualifications needed.
  - h. Other staffing needs and qualifications.
5. Market analysis:
  - a. Describe market segment to be served.
  - b. What is size of market segment.
  - c. Market size over next three to five years.

- d. Market trends and changes anticipated over next three to five years.
- e. Customer base and market segmentation.
- f. Special characteristics of the market.
- g. Describe sales method you intend to use.
- h. What will be key success factors.
6. Competitive analysis and market share estimation.
  - a. Who else is in the market? Who are your major competitors?
    - (1) Sales volume of each competitor.
    - (2) Growth rate of each competitor.
    - (3) Degree of integration.
    - (4) Total sales volume and average growth rate.
  - b. What percentage of the market does competition have?
  - c. Where are they strong? Where are you strong?
  - d. Why will people seek out your product?
  - e. Feasibility factors (taken from earlier feasibility study).
  - f. Anticipated market share over next three to five years. Is Market share enough to bring you the profits and community outcomes you need?
  - g. What are pricing trends?
7. Marketing plan:
  - a. Desired position in market.
  - b. Product mix (look, appeal, etc.)
  - c. Price.
  - d. Distribution strategy.
  - e. Promotion and advertising strategy.
8. Strategic planning:
  - a. List you long term goals. Describe what you hope to achieve within a designated time period.
  - b. Define key performance indicators:
    - (1) Revenue.
    - (2) Net income after taxes.
    - (3) Return on sales.
    - (4) Return on net assets.
    - (5) Number of employees.
  - c. Develop time line for activities to be accomplished.
  - d. What are your planning assumptions.
    - (1) Economic conditions.
    - (2) Industry trends.
    - (3) Market trends.
    - (4) Outside influences.
  - e. Identify and list RED FLAGS (problems that cannot be resolved in the process of completing the business plan but need to be resolved in the near future.)
  - f. Strengths to exploit.
  - g. Weaknesses to overcome.
  - h. Market opportunities to exploit.
  - i. Risk analysis.
9. Operations strategies:
  - a. Site and facilities location.
  - b. Equipment needs.

- c. Operations procedures.
  - d. Tasks and timetables.
  - e. Responsibilities.
  - f. Estimated costs.
  - g. Source of funds.
10. Financial plan:
- a. Complete pro forma income and expense statement.
  - b. Cash flow analysis.
  - c. Balance sheet.
  - d. Notes to financial statements.
  - f. Break-even analysis.
11. Supporting data.
10. Conclusions and summary.

## RAISING MONEY FROM CORPORATIONS and BUSINESSES

The following questions are designed to help you put together a solicitation campaign from the business and/or corporate community.

### Strategy for raising money from corporations and large businesses.

1. What projects in the museum might corporations or businesses fund?
2. Identify the "assets" Creede has that might be of interest and/or considered valuable to the business community?
  - a. Prestige?
  - b. Visibility?
  - c. Connections?
3. What can you offer a corporation in return for a contribution or help?
4. Decide what to ask for.
  - a. Cash.
  - b. In-kind contributions.
5. Based on the information above identify 15 to 25 corporations prospects Creede can approach based on:
  - a. Compatibility of purpose and goals and particular business or corporation.
  - b. They view Creede or museum as important asset to building understanding about their business or industry.
  - c. Creede has some kind of connection or mutuality with business or corporation.
  - d. There is some kind of benefit to the corporation for being involved with Creede such as:
    1. Publicity.
    2. Exposure.
    3. Credibility.
    4. Enhanced public image.
    5. Increase in sales.
    6. Direct services to employees.
  - e. Do they give to projects similar to the Creede museum?
  - f. Will a gift to you give them access to media?
  - g. Will there be a financial return on their investment?

### Who might give.

1. Businesses that Creede consumers, museum Board members and their families frequently or regularly use.
  - a. Corner stores.
  - b. Supermarkets.
  - c. Banks.
  - d. Department stores.

2. Companies for which members of the community and their families work.
3. Companies that sell products to Creede residents.
4. Business concerns whose activities correspond to Creede's tourism, mineral history, natural beauty, etc.
  - a. Mining Companies.
  - b. Sporting goods and equipment.
  - c. Developers.
5. Corporations that have expressed interest in Creede.
6. Using the questions above, brainstorm possible corporate and business prospects.

#### Approach.

1. Research corporations and businesses on the prospect list.
2. Request copies of their giving guidelines. (You will discover that few have them.)
3. Find out what their customers and employees have in common with Creede.
4. What does Creede have in common with companies on prospect list.
5. Decide which particular museum activities would be the of greatest interest to prospects.
6. Expand Corporate Solicitation committee to include people from the businesses and corporations you plan to "hit." Keep committee to 4 or 5 people who are committed to making these gifts happen.
7. Find someone within the prospect companies to facilitate your request through.
  - a. A letter of support, or
  - b. A friendly informal word about Creede to the executive officer, or
  - c. Creede can mention them in the request letter.
8. Make initial contact.
  - a. Call individual you have identified as contact.
  - b. Engage them in conversation about Creede.
  - c. Tell them why you are calling and the kind of support you are seeking.
  - d. Request an opportunity to meet with him or her to talk about Creede.
  - e. They will tell you whether you fall within their interest or not and whether you will need to submit a letter and/or proposal.
  - f. In any case, you have established contact.
9. If they have requested a letter:
  - a. Draft a short letter (no longer than 2 pages) to invite support of Creede's project.
  - b. Letter should summarize museum project and establish reasons for support.
  - c. Mention mutual contact person.
  - d. Close letter with request for meeting.
  - e. Museum board members should sign letters.
10. Prior to contact, itemize types of support, besides cash, you can use.
  - a. Be prepared to discuss other types of assistance.
  - b. Are there other folks you could discuss in-kind services with, such as marketing or public relations.
11. Follow-up.
  - a. After three/four weeks, if no response, call.
  - b. Tell them succinctly what their support would enable Creede to do.

- c. If you meet with them, bring Board president, Mayor, and/or Chamber president.
  - d. Invite them to visit Creede.
  - e. **Make best presentation ever!!**
  - f. Listen closely to their concerns about funding you.
    - (1.)Write concerns down so you can answer them fully in a follow-up letter.
    - (2.)Letter should also convey thanks for meeting.
12. They say, "Yes."
- a. Ask what kind of acknowledgement they would like to receive.
    - (1.)Press release.
    - (2.)Acknowledgement in your newsletter.
    - (3.)Listing in annual report.
    - (4.)Listing in newsletter.
  - b. Keep them updated on the success of the museum.
  - c. If you alter your plans, notify them.
  - d. Invite them to events.
13. If they say, "No."
- a. Contact them by mail or phone and ask how you could have made appeal stronger or more attractive.
  - b. Find out why they are choosing not to support you.
  - c. Take this opportunity to again explore in-kind services.

How corporations give.

1. They give direct grants or contributions.
2. They support the local United Way.
3. They encourage their employees to make charitable contributions by offering to match their donations.
4. They give goods, products, and/or services.
5. They donate gifts for prizes and auctions.
6. They provide highly skilled people as volunteers.
7. They provide board members, loaned executives, retired executives and pro-bono consultations.
8. They provide conference rooms, auditoriums and meeting facilities.
9. They underwrite expenses like printing, designing and placing ads.
10. They buy ads and sponsor tables at events.
11. They co-sponsor events.
12. They promote their own wares.

Who to contact.

1. Owner/proprietor.
2. Store manager.
3. Public relations officer.
4. Corporate contributions officer.
5. Community affairs director/officer.

6. Publicity or marketing department.
7. Public affairs or government relations.
8. Chief Executive Officer.

Who should ask.

1. Board member.
2. Development Council member.
3. Executive Director.

What might be in it for the business or corporate donor?

Publicity, both internal and external.  
Support services that benefit their employees.  
Tax breaks.  
Pioneer type project.  
Inter-mingling with people they want to meet.  
CEO roundtable.  
Program might be important to their employees or company purpose.  
Corporate associates.  
PR in their or our newsletter.

## SERVICE CLUBS/ASSOCIATIONS

### Strategy.

1. Identify potentially supportive service clubs and associations in the community.
  - a. Inventory associations most likely to support museum.
  - b. Who do you know?
  - c. Where is there mutuality of interests?
  - d. Who are potential allies to support museum?
  - e. Who do your constituency groups belong to?
2. Identify contact person.
  - a. Call and ask for opportunity to address group to solicit help for museum.
  - b. Tell them you are willing to meet with them.
  - c. Ask how you can best let their members know about the museum.
3. Making the presentation:
  - a. Use visual aids.
    - (1)Slide show.
    - (2.)Charts.
    - (3.)Photographs.
    - (4.)Flip charts.
  - b. Provide vivid descriptions of museum and how it bears on the community.
  - c. How is Creede tackling the museum. What will be unique?
  - d. How can this service group help.
  - e. Let them ask questions.
4. Follow-up
  - a. Send letter thanking them and acknowledging their support.
  - b. Tell them how their support enhances your work.
  - c. Say how their contribution will be used.
  - d. If they have a national body, you may want to ask how to contact them.
  - e. Put them on list of folks who receive regular updates on your progress.

### What they give.

1. Source of quick small amounts of money.
2. Source of volunteers.
3. Source of useful contacts.
4. Can be partner in advocacy efforts.
5. They provide evidence of community support to foundation funders.

## INDIVIDUAL AND MEMORIAL GIFTS

Gifts from individuals are probably your best source. It will also be the hardest money to raise in that you will do anything to keep from asking another person for money. Try to overcome that resistance. People who live in Creede should be the best source of gifts for the museum.

### Who might give.

1. Individuals who have greatest stake in Creede.
2. Assess potential to give?
  - a. Put each person on a donor sheet or card.
  - b. Write your thoughts about why they might give.
    1. Mutuality to your cause.
    2. Connections to someone or some issue involving the museum.
    3. Relationship with similar causes.
  - c. Determine appropriate size of gift.
  - d. Identify who should ask them for gift. (Who is most likely to get a yes.)
  - e. Rank order your chances for securing support.
    1. Very good.
    2. Possible.
    3. Unlikely.
    4. Unsure.

## **GOING FOR THE GREEN (HOW TO ASK FOR MONEY)**

by Florence L. Green  
Florence Green & Associates

### **ASKING FOR MONEY IN PERSON IS THE BEST WAY TO RAISE FUNDS**

because you can raise money in the least amount of time at the least expense. Think about how you feel when someone asks you for a donation to a worthy cause. If the request is reasonable, you are not annoyed. You realize the cause is important and the volunteer is seeking no personal gain. You listen. If it appeals to you, you give; if it doesn't, you do not give.

### **THE SUREST WAY TO ALLAY YOUR ANXIETIES ABOUT ASKING FOR A CONTRIBUTION IS TO PREPARE THOROUGHLY BEFORE YOU MEET YOUR PROSPECTS.**

Anyone asking for support must know all the ins and outs of the project and be able to answer any of the prospects' questions. Think through and rehearse the answers to tough questions with your colleagues **BEFORE** you approach the prospect.

Research your prospects and know your organization. Have a good idea of the prospects' interests, involvement and the amount they give to other organizations or issues they support.

**WORK IN PAIRS IF YOU LIKE.** Remember, peer-to-peer requests are clearly the most effective. Staff members are the best expert witnesses about the agency, Board members are the best community support for the agency. A good team is one Board member or volunteer and one staff person.

### **PREPARING TO ASK**

1. Before you ask please check the name of your prospect with the fundraising chair or the executive director. If the prospect has already been evaluated by the committee, you will want to fit your solicitation with the recommendations of the committee.

If the prospect has not been evaluated and/or targeted by the fundraising committee, please let the fundraising chair know when and how you plan to ask and how much you plan to ask for.

2. Take time to think through your presentation **BEFORE** you make your appointment with the prospect. What does the prospect care about? Why would he or she be interested in helping your organization? What else do they give to?
3. Write your strategy out on a yellow pad and then role play your request with a friend or with one of the fundraising staff. Get feed-back regarding your presentation style.

4. **PEOPLE GIVE TO PEOPLE.** The Case Statement is a tool for you to use. It cannot ask by itself. Trust yourself to do a good job. Ask for the largest gift that is realistic for this prospect. Ask another Board member to go with you if that will help you feel more comfortable.

## ASKING FOR THE DONATION

1. Identify who you will ask.
2. Think through how you will approach them. The best approach is to role play with two other people before you go. Use the information you have written about this prospect. Have one person be the asker, one the "askee" and the third should be the observer. Ask them to notice how your body communicates as well as to listen carefully to how you ask.

If you need to practice more than once. Your intention is to get a yes. The best way to do that is to prepare, practice and follow-through.

3. Handle your resistance and fear. The best way to do this is to go in pairs.
4. Let the Committee chair or the fundraising staff know who you are asking. Let them know how they can help you.
5. Set up an appointment. You may wish to send the Case Statement or other information about the organization ahead of the meeting with a letter confirming your appointment.

A half-hour meeting is plenty. Anything over an hour is much too long. Home, office or lunch is best.

6. Show up for the meeting.
7. Spend only two or three minutes in friendly chatter or small talk before you settle into your presentation.
8. Tell the donor why you are meeting with them. Tell them why you think they care about what the organization is doing. You are asking them to become a partner with a fine organization. Remember you are there because the prospect is a good friend and/or has shown some interest in the things the agency is about. It is a compliment to them and to you that you are both meeting together to talk about the work of your agency.

**YOU DO NOT HAVE TO APOLOGIZE OR FEEL GUILTY BECAUSE YOU WANT TO INVOLVE THIS PROSPECT IN THE GOOD WORKS OF YOUR ORGANIZATION. IT IS AN OPPORTUNITY YOU ARE OFFERING, not a fate**

worst than death!!! Sincerely praise the prospect for their past involvement in the city, with the agency, with another organization, with their family, etc.

9. Make your presentation. Keep it to 10 to 15 minutes. Answer questions candidly. Encourage the prospect to ask questions. Encourage a dialogue.

Be open and sincere about your request. Your personal belief in the benefit of your organization's programs is extremely important. Show how much you care.

10. Ask for a specific amount. Work with the fundraising committee to determine the right amount. **ASK FOR AS HIGH A GIFT AS SEEMS REASONABLE FOR THIS PROSPECT.** Do not be afraid. The donor can always offer less.
11. Ask for an immediate commitment. The donor may pledge over a three year period. Ask the donor to fill in the pledge card. Only as a last resort should you leave the pledge card with the prospect.
12. Within 48 hours, send a handwritten thank-you note, even if the response was negative. Send a thank-you note even if you know they will receive a formal note from your organization.

**BE WILLING TO STRETCH THE PROSPECT AND YOURSELF.**

**It is difficult to ask if you have not given. Make you own commitment to the organization before you ask. Practice putting in words why you are involved with this organization, why you have given.**

**People give to people. Let your love and care for the agency and the clients you serve show through your request.**

**Be proud of your involvement with this agency and what the agency has done in the community.**

### DYNAMICS OF PERSONAL SOLICITATION

1. Before approaching a prospect, make sure that you can justify all of the gifts (money, time, sacrifices) that you ask for.
2. Aim for permanent support.
  - Declining today does not close tomorrow's door.
  - If you fail, withdraw cheerfully and graciously. Make the prospect a friend forever.
3. Maintain a positive attitude throughout the interview.
4. Dress well. Appearance is a yardstick some measure with.
5. Provide yourself with a business card. Your title is important. Gift size is often tied directly to perceived importance of the solicitor.
6. Go directly to your subject without palaver. Do not give the impression that the prospect is in for a long talk.
7. Let the prospect talk freely and naturally. This will reveal more of the interests/peculiarities not uncovered by research.
8. Listen carefully to words and actions.
9. Take care in naming an amount to be given by the prospect. Name amounts that others in the prospect's league give, but do not presume to dictate the prospect's means.
10. It is best to take a companion. Know that person well. The prospect will instinctively decide with whom to talk. Let it happen.

### **MAJOR REASONS FOR FAILURE**

1. Fear of failure
  - Avoidance of risk-taking
  - Reluctance to play, have fun
  - Resource myopia--failure to see your own strengths; lack of appreciation for resources on hand (people/things)
2. Being over-certain
  - Failure to check out assumptions
  - Fear of "letting go"; inability to let things incubate, evolve naturally
  - Reverence for the past is too strong
3. Fear of the unknown
  - Need for absolute control of situations
  - Impoverished fantasy life--lacking the constant questioning, "What if..."
4. Inability to integrate
  - Blocking pathways to solutions, due to perceived conflicting methods/objectives
5. Unwillingness to be the catalyst.  
YOU are the most important factor in giving.  
People rarely give because of a piece of paper. They often give because someone inspires them.

**THE MAGIC OF THE PERSONAL SOLICITATION IS YOU  
AND  
YOUR LOVE FOR THE CITY OF CREEDE.  
PEOPLE WILL RESPOND TO YOUR LOVE AND ENTHUSIASM.  
  
TRUST YOURSELF TO DO A GOOD JOB.**