

# Colorado

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## **Frederick Assessment**

November 14 -- November 16, 2007

### **Final SWOT Analysis Assessment Report**

December 4, 2007

#### **Assessment Team**

Christy Culp - Colorado Department of Local Affairs  
Sue Piatt – Colorado Office of Economic Development & International Trade  
Jacqueline Pickett -Jefferson County Office of Community Development  
Pete Roskop – Colorado Office of Economic Development & International Trade  
Richard Werner - Colorado Small Business Development Centers Network  
Mark Buschenfeldt – Colorado Office of Economic Development & International Trade

#### **Sponsored By:**

Colorado Office of Economic Development & International Trade

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**Tentative Date for Community Action Plan Meeting: TBA**

## Frederick Community Assessment Schedule November 14-16, 2007

### Wednesday, November 14, 2007

- 11:30 am Team arrives in Frederick: Meet at Town Hall
- 12:00 pm Lunch: **Town Hall: 401 Locust St. Frederick, CO 80530**
- Directions: From Denver take 1-25 to **Exit 235** go turn right (east) on **CO-52 (CR-14)** go about 1.8 miles then turn left (north) on **CR-13** go about 1.0 mile then turn right (east) on **1st (CR-16)** go about .2 miles then turn left (north) on **Locust St.** the town hall will be on your left side.
- 1:30 pm Community Tour
- 7:00 pm Dinner at Bella Rosa Golf Course with Town Council, Weld County Officials, and local business owners

### Thursday, November 15, 2007

- 7:00 am Breakfast: **Hotel**
- 8:30 am Transportation will be provided to the Bella Rosa Golf Course  
Preparation for focus sessions
- 9:00 am Intro of the Assessment Team and Process
- 9:15 am **Focus Session One: Community Development**  
**Team Leaders: Sue Piatt and Jacqueline Pickett**
- How Does Frederick See Itself Today
  - Define the Future Development of the Community
  - Developing Local & Regional Recreational Opportunities
  - Community Appeal & Identity
- 10:45 am Break

11:00 am      **Focus Session Two: Downtown Development**  
**Team Leaders: Sue Piatt and Christy Culp**

- Downtown Revitalization (includes attracting businesses)
- Inventory of Resources/Assets and Marketing
- Arts/Culture/Theatre/Music
- Parking
- Boutiques, Restaurants, Specialty Shops, Eateries, & Professional Offices

12:30 pm      Lunch: Bella Rosa Golf Course

2:00 pm      **Focus Session Three: Business Development**  
**Team Leaders: Mark Buschenfeldt and Richard Werner**

- Business Attractiveness: Site Availability for New Businesses
- Business Environment: Response of Local Entities to Needs of New and Expanding Business Prospects and Developing Properties
- Incentives/Finance/Resources/Access to Capital
- Inclusion of Small Business and Entrepreneurs
- Access to Ongoing Educational Opportunities
- Diversification

4:00 pm      Focus Sessions End

**Friday, November 16, 2007**

7:00 am      Breakfast: Hotel

9:00 am      Presentation of Draft Community Assessment - Bella Rosa Golf Course

10:00 am     Questions & Answers

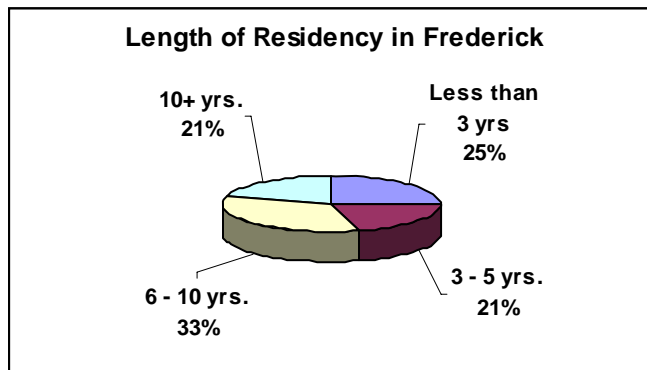
11:00 am     Public Meeting Adjourned

## Focus Session One: Community Development Team Leaders: Sue Piatt and Jacqueline Pickett

**Intro:** As an “ice breaker” for the first focus group session, attendees were asked three very brief questions:

- 1) How long have you lived in Frederick?
- 2) What is the best thing about Frederick?
- 3) What one thing would you change about Frederick?

The group turned in 24 completed cards. Following is a summary of the responses:



While a third of the group has lived in Frederick for 6 to 10 years, the other categories were fairly evenly distributed between newcomers (less than 3 years) and long-term residents.

The State Demographer’s office 2006 population estimate for Frederick was 7370, compared to 2,467 counted in the 2000 Census. So fully two-thirds of the town’s population has arrived within the past six years. The newcomers are underrepresented since just 46% of the focus group had lived in Frederick less than six years.

Best thing about Frederick: (Top 5)

<i>Best thing</i>	<i># Responses</i>	<i>Rank</i>
Small Town Appeal	6	1
The people	5	2
Location	4	3
The view	3	4
Growth potential	2	5

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One thing I would change about Frederick: (Top 6)

<i>Thing to Change</i>	<i># Responses</i>	<i>Rank</i>
More Retail/Restaurants	5	1
Relationship with neighboring communities	3	2
More jobs	2	3
Community Identity	2	3
Revitalize Downtown	2	3
Apathetic citizens	2	3

There were fewer consensus on what should change about Frederick, with four items in a tie for third place. The #1 thing was that the town needs more retail and restaurants.

### **Strengths:** (in no particular order)

- Recreation center
- High School
- Lower taxes compared to neighboring towns
- Citizens passionate about their community
- Town officials and employees are responsive to community's concerns
- Community newsletter
- Website
- Youth-focused church
- Less congestion than Longmont
- Centrally located between two major metropolitan areas and airport
- Nice place to raise a family (small-town feel)
- DRCOG membership
- Arts in Public Places Commission
- Location between I-25, Highway 52, Highway 119, and Colorado Boulevard
- Milavec Lake
- Bella Rosa Golf Course

### **Weaknesses:** (in no particular order)

- Failure to communicate community vision
- Lack of community identity
- Residents on the west side of I-25 don't realize they are in Frederick (Longmont, Erie addresses)
- Postal service and water services are divided based on geographical locations
- Lack of community gathering place
- Developments as currently structured are not cohesive
- Inconsistent communication between town and residents
- Lack of cultural amenities

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- Lack of retail
- Disconnect between subdivisions; “islands of isolation”
- Lack of affordable rental housing
- Lack of mixed use developments
- Lack of revenue-generating attraction(s)
- Lack of services reflective of existing demographics (seniors, and children)
- Inconsistent cooperation between three communities
- Bedroom community (few people both live and work here)

### **Opportunities:** (in no particular order)

- I-25 traffic
- Local clubs and organization
- Expansion of after-school programs
- Advancing towards self-sufficiency
- Collaborate with other local, County, State organizations
- Improve regional transportation options by joining regional transportation districts
- Multiple-use community center
- Rapid population growth
- Pedestrian and bike paths to connect communities
- Chamber, HOAs, and development community collaborate to create a standard community welcome packet
- Improve communication within community through electronic resources
- Housing market slow down – opportunity to create an identity
- Infill development possibilities, instead of outward expansion

### **Threats:** (in no particular order)

- Limited land for town outward expansion

## Focus Session Two: Downtown Development Team Leaders: Sue Piatt and Christy Culp

### Strengths: (in no particular order)

- Access to I-25
- Churches downtown bring foot traffic
- Town Historic Commission
- Community passion for a vibrant Downtown
- Safe community
- Frederick and County control WCR 13
- Walkable, pedestrian-scale Downtown area
- Government services and recreation center anchor Downtown

### Weaknesses: (in no particular order)

- No attraction to downtown
- Lack of diversification of Downtown businesses
- Inconsistent businesses hours
- Minimal retail
- Lack of arts, culture
- Rents are perceived high
- No common vision for Downtown
- Lack of signage to Downtown
- No organized promotions for Downtown
- No design guidelines, including those to preserve character of historical integrity
- Lack of parking for potential growth
- Lack of adequate foot traffic to support businesses
- No historic designations

### Opportunities: (in no particular order)

- Possible historic designation for buildings
- Frederick and County control WCR 13
- Application for west of WCR 13 may include Downtown businesses
- Promote independent business opportunities, including a variety of restaurants
- Cohesive branding for Downtown
- Downtown business owners collaborate to promote Downtown (Merchant's Association, Business Improvement Districts, etc.)
- Explore incentives for Downtown redevelopment (streamlined review and approval process)
- Increase frequency of downtown events to increase foot traffic

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- Explore funding opportunities for Downtown development and marketing (County, State, Special Districts)
- Review downtown zoning to ensure commercial and retail development can take place

**Threats:** (in no particular order)

- No expansion options on existing 5<sup>th</sup> St.
- Commercial zoning in new developments pull people away from Downtown.

## **Focus Session Three: Business Development**

### **Team Leaders: Mark Buschenfeldt and Richard Werner**

#### **Strengths:** (in no particular order)

- Location, location, location
- Access to I-25
- Upstate Colorado Economic Development Corporation
- Skilled workforce within the regional community
- Responsive government (streamlined process)
- Water supply and sewer capacity are sufficient for expected future growth
- Improvements made on local transportation issues
- Town staff have a commitment to economic development and have identified community assets to promote business growth
- Annual business appreciation luncheons
- Business parks east of I-25 are ready for move-in
- Cost of rent is low compared to Metro Denver area
- Chamber works with prospects for the whole Carbon Valley and promotes regionalism
- High-speed internet is close to business development sites
- Carbon Valley Chamber

#### **Weaknesses:** (in no particular order)

- Lack of office vacancy for new and growing large and small businesses
- Zoning (length of process)
- No formal business retention program
- Cost of rent is prohibitive for start-up or small businesses
- Oil and gas wells are an impediment for development
- Prime land intended for commercial and industrial development is under ownership that is not necessarily motivated to sell/develop
- Lack of shovel-ready sites for new business prospects

#### **Opportunities:** (in no particular order)

- Growth in all areas of business sectors
- Existing demand for more retail and professional services
- Town is developing an attraction plan for businesses including incentive options
- Community open to incentives for attracting businesses
- Expansion of convenience retail and services

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- Businesses looking at the overall community, rather than individual towns, i.e. Frederick, Firestone, Dacono
- Partnership between Front Range Community College and the local High School

**Threats:** (in no particular order)

- Real Estate market slow-down
- Rising development costs

## Recommendations

The following recommendations should be considered for future strategic planning purposes. It is recommended that a few of the most immediately “do-able” recommendations be selected for action while a more detailed strategic plan addresses longer term action items.

### **Focus Session One: Community Development**

- Improve communication within community through electronic resources.
  - Frederick has developed a great website. It’s up-to-date and informative. Consider taking this one step further and doing a frequent (at least monthly) e-newsletter to inform citizens of what’s going on in town government, special events, etc.
- Work with the Chamber, HOAs, and the real estate community to create a community welcome packet for new residents.
  - The focus groups repeatedly raised the issue of community identity as a weakness. Because of the mailing address in a number of subdivisions being Erie or Longmont, the community identity becomes even more muddled. A welcome packet containing a map of the town of Frederick, information on town government, recreation district, etc. along with coupons from local businesses, is an easy way to make sure newcomers know they are within the town limits, and to hear about what the town has to offer.
- As you continue with community center development plans, incorporate multiple uses reflective of community needs (meeting space, arts, performance, senior)
  - The more uses, and the more it’s used, the better the chances of such a center accomplishing its intended function as an anchor for the community.
  - Location is also critical – several options were mentioned, just west of Colorado Blvd., 5<sup>th</sup> Avenue location, or within the Miners Park development just south of old downtown. Whichever is ultimately chosen, the linkages to the rest of the community, the opportunity for retail adjacent, as well as attractive public spaces, all need to be carefully factored in to assure its success.
  - Since 0.5% of the town’s 2.5% sales tax is dedicated to open space, consider expanding that definition to allow some of those funds to be used for the community center. Public spaces such as a plaza, linking pedestrian ways, etc. should be allowable within existing definition of “open space.”
- Explore collaborative and funding opportunities with County, State, and Federal agencies (DOLA, OEDIT, EDA, and Weld County).

- This is more of an implementation strategy – if a need is identified and there are programs that provide technical or financial assistance, these options should be explored so that local funds can be leveraged to maximize benefits to the town.
- Important to remember that needs should drive funding requests, not the other way around.
- Continue efforts to join RTD and conduct a cost-benefit analysis.
  - This should be a regional effort. Because of the proximity of the tri-towns to each other and RTD routes, a population with a critical mass of potential ridership is more likely to be included in the service area.
  - With the inclusion of the tri-towns plus Mead in the Denver Regional Council of Governments, more sophisticated planning, especially delineation of transportation analysis zones and modeling of land uses, vehicle trips, etc. should all provide data to make a case for inclusion on RTD service area.

### **Focus Session Two: Downtown Development**

- Develop a vision and then cohesive brand for Downtown.
- Explore potential benefits of historic designations for appropriate locations.
  - Build on the momentum of the formation of Miners Day Celebration Commission to explore more general historic inventory of assets that could be designated. Examples include the Depression-era gym in downtown Frederick, the historic Frederick School bell, original town hall and Centennial Park.
- Consider leveraging Downtown redevelopment funds to facilitate downtown Study with State agencies and programs.
  - Consider conducting a Main Street Assessment through DOLA and CCRA to flesh out a scope of services before hiring a consultant to do a full-blown Downtown Area Plan. This would be a cost-effective way to assure that you have enough information and insight to develop a request for proposal that is tailored to the needs of your community and not just a generic downtown plan.
- Concentrate initial revitalization on the current walkable, pedestrian-scaled downtown area.
  - Related to the above, the 5<sup>th</sup> Avenue downtown presents great opportunities because it is not a through-highway, but also challenges in terms of visibility, lack of traffic, and sparse retail. The Downtown Plan should address the challenge of getting more activity, not just the aesthetics of streetscape and design.

- Create Downtown Merchants' Association or similar organization.
  - A formal organization, preferably with a revenue stream, is much more likely to be able to implement the type of promotions, uniform store hours, maintenance, etc. that will revitalize downtown.
- Explore incentives for Downtown redevelopment (streamlined review and approval process).

### **Focus Session Three: Business Development**

- In connection with the business attraction plan, explore opportunities to increase community readiness for new business development, including shovel-ready sites, speculative building, fast-tracked zoning, and clear and consistent policies regarding incentives and industry assistance.
- Within the comprehensive and associated plans, identify/review prime location opportunities for convenience retail and services versus primary jobs and create a priority list based on realistic development timelines (see below).
- Then, identify which owners of those parcels are motivated to sell/develop and work with them to make sites shovel-ready.
- Build upon existing Town efforts to develop a formal business retention and expansion plan (OEDIT professionals will assist with this).
- As you work with Front Range Community College and the high school on collaborative education programs, include input from local employers so that greater numbers of students can be trained in skills that are in demand, thereby increasing the number of local residents employed by local businesses.

### **General:**

- Communicate, communicate, communicate
- Celebrate your successes – you are an amazing community!

## Team Member Contact Information and Biographies

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Mark Buschenfeldt is a Project Manager in the Colorado Office of Economic Development and International Trade. He handles site selection and related business attraction matters for the State. Mark lives in Denver but hails from Boston, having moved to Colorado from the East Coast last year.

Prior to his move, Mark did economic and tax consulting in connection with corporate real estate decisions, particularly expansions and relocations. These services included site selection and incentive negotiation, which his team provided for clients in diverse industries nationwide. Mark also worked as a Senior Policy Analyst in the Massachusetts House of Representatives, where he managed economic and tax policy initiatives.

Mark is proud to play a role in promoting economic growth in his new home.

**Christy Culp**, Community Development Specialist

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Division of Local Government  
1313 Sherman Street, Room 521  
Denver, CO 80203  
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[Christy.culp@state.co.us](mailto:Christy.culp@state.co.us)

Christy Culp has worked for the Department of Local Affairs (DOLA) since May 2006. Christy helps facilitate economic development sessions and rural out reach programs. She works to develop collaborative partnerships with elected officials, residents, businesses, institutions, and organizations. Christy works with communities, monitoring conservation trust fund compliance reports, community service block grant applications, and assisting local governments and community members identify and access technical and financial resources at the local, state, and federal level.

Christy received her Master's from the University of Colorado at Denver in Political Science with an Emphasis in Politics and Public Policy. Her final project focused on planning for small communities and was a finalist in the Colorado City and County Manager's Association's Best Master's Project competition. Prior to taking a job at

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DOLA, Christy was an intern in Town of Poncha Springs through the University of Colorado at Denver's Best and Brightest Program. Christy served on and worked with a wide variety of organizations, boards, and commissions in this position, including the Chaffee County Heritage Area, the Upper Arkansas Watershed Council, the Arkansas River Headwaters' Recreation Area Citizen's Task Force, and the Regional Recycling Committee.

### **Sue Piatt**, Research and Special Projects Manager

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As research and special projects manager for the Colorado Office of Economic Development and International Trade, Sue Piatt brings more than 20 years experience in economic and community development. In addition to state government, she has worked in local and regional government for City of Littleton and Douglas County, Associated Governments of Northwest Colorado, Denver Regional Council of Governments, and in the non-profit sector, with the Downtown Denver Partnership. Sue formulates economic development plans, targeted industries and economic base analyses, various long-range planning functions, including population, employment and land use projections, as well as development proposal review and comment. Her responsibilities also include tracking economic indicators, providing economic analysis and related research and support for economic development programs and activities, preparing Economic and Fiscal Impact models for various development projects as well as analysis for various studies, policy developments and economic development strategy. She also handles special projects such as agency measure reports and produces research publications such as the Colorado Economic Development Data book. Sue is affiliated with the Denver Association of Business Economists, the American Institute of Certified Planners (AICP), the Governor's Revenue Estimating Advisory Committee, the Manufacturing Committee of the University of Colorado's Economic Outlook Forum, and the Economic Developers Council of Colorado.

She received a Masters of City and Regional Planning and a Bachelors of Arts in Economics, from Ohio State University, served as president of Southern Gables Homeowners Association in Lakewood and volunteers for the Girl Scouts of America, Habitat for Humanity and Colorado Cares.

**Jacqueline Pickett**, Director  
Office of Community Development for Jefferson County  
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[jpickett@jeffco.us](mailto:jpickett@jeffco.us)

Ms. Pickett has worked in the affordable housing field for eighteen years, administering programs that include Section 8, Public Housing, New Construction, Moderate Rehabilitation, HOME, Community Development Block Grant, and Community Services Block Grant, and private/public partnership programs throughout the country. She has extensive knowledge of Federal guidelines as they relate to affordable housing, economic development, special programs, and homeless initiatives.

Ms. Pickett has served as the Faith-Based Liaison for Jefferson County Human Services since 2002 and continues to work with agencies throughout the County to provide services to target populations. She served two full terms as the President to the Colorado Chapter of the National Association of Housing and Redevelopment Officials (NAHRO). She has also served as a member of the National Committee for Community Revitalization and Development for National NAHRO and is active in working to improve outcomes for Community Development programs through collaborative efforts with other organizations throughout the country.

Ms. Pickett has been instrumental in several grant initiatives throughout Jefferson County, including multi-agency, multi-year grants to address domestic violence and law enforcement response, the housing and community impacts of methamphetamine manufacturing, as well as initiatives to address barriers to success among youth living in poverty. Jacqui is a member of the APA, sits on the Jefferson County Workforce Board, and the Jefferson County Community Restorative Justice Board. She holds a BS in Criminal Justice and is completing Masters studies in Business Administration.

**Pete J. Roskop**, North Central Business Development Representative  
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Pete J. Roskop is the North Central Business Development Representative at the Colorado Office of Economic Development and International Trade (OEDIT), his counties include; The 8 Metro counties as well as Weld, Larimer, Jackson, Grand, Clear Creek, Summit, and Gilpin. Pete is the Business Liaison to the Aviations Industry and is a representative for OEDIT on the Colorado Space Coalition. Pete is also the Program

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Director for the Colorado Customized Job Training Program (Colorado First and Existing Industry).

Roskop joined the OEDIT staff in May of 2004. In his position he works with business and government entities in local communities on economic development activities such as growth, expansion and retention of quality jobs in Colorado. In addition to these duties, Pete served as Legislative Liaison for the OEDIT for the passed 3 years.

Roskop attended Mesa State College where he received his degree in Economics, Finance and Marketing. He is a Colorado native and was born and raised in Kersey, a small town east of Greeley. He and his wife live in Fort Collins.

**Richard Werner**, Associate State Director  
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Rich Werner is the Associate State Director of the Colorado Small Business Development Center Network, which provides free counseling and resources to small business across Colorado. Rich is responsible for day-to-day operations management of the SBDC Network and acts as a liaison to 18 subcenter directors and host institution leaders on matters of compliance, policy, program development, financial reporting as well as branding, sponsorships and promotion efforts for SBDC programs.

Prior to joining the SBDC, Rich was the Director of Marketing and Community Relations for CTEK, a community based business incubator that boasted one of the consulting worlds largest group of volunteer mentors. During his tenure, he was responsible for management and implementation of the organizations key programs including educational seminars to assist entrepreneurs, fundraising, and job creation programs. He also acted as a key member of the organizations statewide expansion model to bring entrepreneurial support services to communities across Colorado.

Rich has previously created, prepared, and managed marketing programs for a wide range of corporate and association clientele on both a local and national level. He attended American University, in Washington D.C. and received two BS degrees in Political Science and Communications. In 2007 he received his Economic Development Finance Professional Certification. He currently resides in Denver. In his spare time, he works with several non-profit organizations and enjoys the various recreational activities that Colorado has to offer.

## Additional Resources

**Mark Wolfe**, Colorado State Historical Society 303-866-2776  
[mark.wolfe@chs.state.co.us](mailto:mark.wolfe@chs.state.co.us)

**Katherine Correll**, Colorado Community Revitalization Association 303-282-0625  
[info@ccraonline.org](mailto:info@ccraonline.org)

**Dale Case**, American Planning Association-Colorado Chapter Education Program  
[dcase@ci.boulder.co.us](mailto:dcase@ci.boulder.co.us)

**Alyson McGee**, State Historical Fund: 303-866-2809

**Jim Lindberg**, National Trust for Historic Preservation: 303-623-1504

**Stephanie Steffens**, OEDIT Business Retention and Expansion Program Coordinator:  
719-588-2373, [Stephanie.Steffens@state.co.us](mailto:Stephanie.Steffens@state.co.us)

**Colorado Brownfields**: 303-991-0070

\*This is if there are potential development issues on Main Street due to real or perceived contamination.