



**Downtown Development Authority
City of Glenwood Springs
2020 Plan of Development Update**

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PLAN OF DEVELOPMENT BACKGROUND

PURPOSE OF THE DDA + PLAN OF DEVELOPMENT

A Downtown Development Authority (DDA) Plan of Development is an official public document expressing a community vision for the downtown area. The Glenwood Springs DDA's Plan of Development will outline key concepts and priorities for the downtown as well as identify opportunities and partnerships that will strengthen the downtown. The Plan will be used as a guide to inspire and share future projects, policies, and action steps.

The Downtown Development Authority and its associated Plan of Development should be a living and evolving policy document. The purpose of the plan is to coordinate the needs and priorities for the Downtown area in conjunction with broader City of Glenwood Springs community goals by:

- Sharing the vision and values for Downtown
- Serving as a guide for policy that can inform practical implementation
- Targeting resources
- Building understanding of partners and opportunities
- Capitalizing on the momentum of previous downtown work

CREATION OF THE DDA + PLAN OF DEVELOPMENT

The City of Glenwood Springs decided to create a Downtown Development Authority (DDA) in 2001 to spur revitalization efforts and protect the historic downtown as an active, beautiful, and connected downtown hub. The 2001 Plan of Development was created as a statutorily required step in the formation of the DDA which established a revenue stream for the downtown district through Tax Increment Financing. The original plan was general in nature presenting goals and specific objectives of the DDA while listing specific examples of projects for consideration by the DDA.

DDA MISSION

The Glenwood Springs DDA's mission is to create vitality for the downtown; its plans and projects include strengthening downtown as the retail, entertainment, office, government, and tourist hub of the area. The DDA ensures access for all.

DOWNTOWN DEVELOPMENT AUTHORITY PURPOSE

The City of Glenwood Springs created a DDA through City Ordinance No. 21, Series 2000 defining the boundaries of a proposed Authority and submitting the question of establishing the DDA to a vote. On November 7, 2000 the Glenwood Springs Community approved, through a vote, the establishment of the Downtown Development Authority. In January, 2001, City Council passed Ordinance No. 44, Series of 2000 establishing the Board of Directors of the DDA and establishing its powers and duties. Although the state's DDA statute enables a council to enact a property tax mill levy increase or a sales tax increase after a vote, it was decided not to ask for any property or sales tax increases. Instead, it was decided that the Glenwood Springs DDA would rely on Tax Increment Financing for its funding stream.

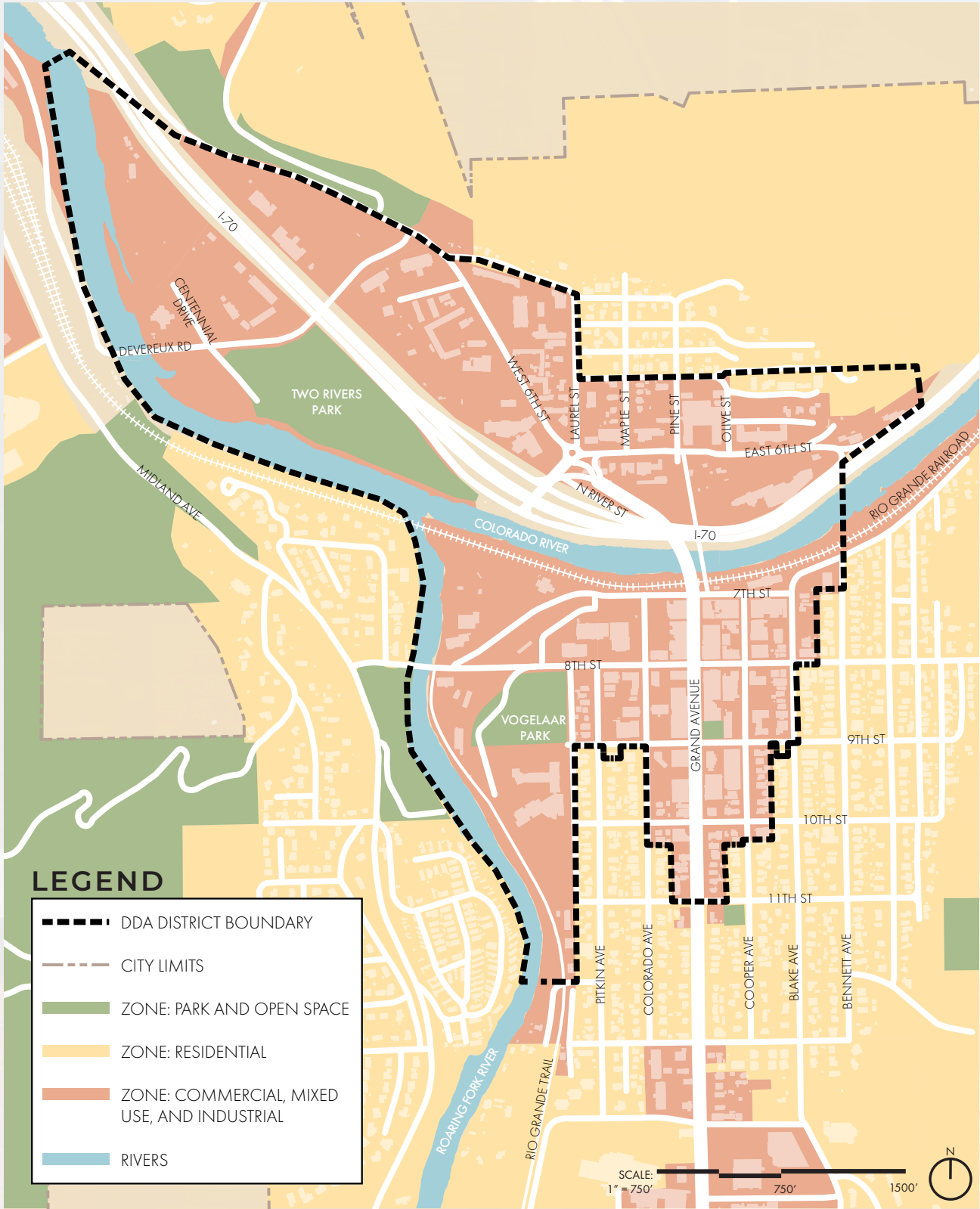
The 2001 Plan of Development provided the necessary documentation for establishment of the TIF setting up a baseline of sales and property taxes to fund the DDA. The sales and property taxes that accrue to the DDA do not represent any kind of a tax increase, but are strictly an apportionment of revenues generated by the district to be spent in the district. The TIF expires in 2027, the DDA board and council will need to decide before that time period about a variety of options for extension of the TIF.

The DDA has several overarching goals: it seeks to enhance and broaden the downtown experience for residents and guests through infrastructure, beautification, pedestrian access and connections to open space, views and river corridors. Revenues to the DDA are earmarked and used exclusively for the purposes of downtown vitalization. Additional funding sources include grants and municipal partnerships.

HOW TO GET INVOLVED

The DDA is a strong partner for downtown initiatives and works with many groups in the community. The DDA is pleased to engage with businesses, organizations, and property owners, as well as interested citizens. The bylaws, in Appendix A, share governance and other details of the organizational management. Per the bylaws, the DDA is led by an executive director, who reports to the DDA board. The board includes seven community representatives appointed by the Council, further information about the DDA structure can be found in the appendices.





CITY OF GLENWOOD DOWNTOWN DEVELOPMENT AUTHORITY DISTRICT BOUNDARY

PLAN OF DEVELOPMENT USES

The Core Values and Outcome Areas shared in this Plan should inform decisions by City Council, the Downtown Development Authority (DDA), the Glenwood Springs Chamber Resort Association, the Planning & Zoning Commission, other City boards and commissions, staff, key partners, residents, property owners, developers and other stakeholders in the Downtown area.

- **Staff & Decision-Makers:** The City, DDA and Chamber should reference the Plan when developing work plans, allocating funding for programs and projects, reviewing development proposals, and adopting new regulations that impact Downtown.
- **Residents, Businesses & Property Owners:** Property owners, business owners, residents and community interest groups should use this Plan as the foundation for conversations with decision-makers and developers about the needs and priorities for Downtown.
- **Developers:** Applicants for building and development projects should reference the Plan when proposing new infill or redevelopment projects and as a starting point for a dialogue with neighbors and stakeholder groups about such proposals.
- **Partners & Other Stakeholders:** Private sector partners, non-profit organizations, and other partner organizations should review the Plan to better understand the community's vision and priorities for Downtown.



DDA PLAN OF DEVELOPMENT UPDATE

The current Plan of Development was completed in 2001 and Downtown Glenwood Springs is a very different place than it was nearly 20 years ago. While the purpose of the DDA remains relevant, it is time to update the Plan of Development for several reasons. The updated Plan of Development will:

- Reflect advances and changes in Downtown in the last 20 years!
- Align the plan with the City of Glenwood Springs Land Use Code, Comprehensive Plan and any future updates, Area Wide Plan, 6th Street Master Plan, City Economic Development Strategy, existing Housing Study, Arts and Culture Plan, and other relevant City plans.
- Integrate the core values that Glenwood Springs encourages such as our local and regional residential needs, placemaking, access, equity, and a dedicated downtown advocate.
- Create a strong policy foundation to be used to develop action plans for resource allocations by the DDA & the City of Glenwood Springs.



GLENWOOD SPRINGS DOWNTOWN EXISTING CONDITIONS

The downtown district includes a rich mix of business types and entities bordering both sides of the Colorado River, connected by the Grand Avenue Bridge. Several cultural and historic icons exist within the DDA including the Hotel Colorado, the Glenwood Hot Springs, the Hotel Denver, the old Train Station, and Two Rivers Park. These renowned institutions are synonymous with Glenwood Springs; images of these buildings inextricably tied to the sense of place that is Glenwood for both locals and tourists worldwide.

By latest tally, the DDA district includes over 200 business entities, a mixture of retail, restaurants, hotels, attractions, and other uses. Beyond the historic entities noted above, the downtown is defined by restaurants located along 7th Street providing a rich mixture of eating establishments and vitality along this important vehicular and pedestrian route. That same energy

winds up Grand Avenue along the wing streets and Grand itself with a variety of restaurant and retail experiences. Cooper Avenue to the east adds to the downtown vibe. Across the river to the north, 6th Street offers added shopping and dining opportunities, with the Iron Mountain Hot Springs and Adventure Park on the northern boundary of the district.

The downtown is in a constant state of evolution as business ownership changes, and opportunities present themselves for redevelopment or new development. The DDA is uniquely placed to track and monitor the business mix, and with partners, to maintain and enhance our business mix for diversity and character.



GLENWOOD SPRINGS DDA ACCOMPLISHMENTS

Since the inception of the DDA, several important projects have been completed to help shape the downtown. Of note:

- **Downtown Library Campus.** The DDA was instrumental in facilitating the collaboration between the library, Colorado Mountain College and the City, to co-locate those facilities in the downtown between 9th and Grand and 9th and Cooper. Without the DDA's involvement, the City risked losing the library to a location outside the downtown area. As a part of this planning process, the City and DDA also developed a public parking lot on Cooper helping to address critical parking demands in the downtown core.
- **Grand Avenue Bridge.** The DDA took a leadership role in negotiations with CDOT during the Grand Avenue Bridge reconstruction project to ensure that the aesthetic of the bridge was appropriate for Glenwood expressive of the city's history and small-town character. The DDA's involvement helped ensure an inviting pedestrian bridge separated from vehicular traffic.
- **Pedestrian Space.** The DDA also played a pivotal role in the touchdown of the bridge between 7th and 8th on Grand, creating an opportunity for enhanced pedestrian activities rather than an underutilized, vacant space.
- **Festival Street.** The 7th Street beautification project was spearheaded by the DDA creating widened sidewalks, a more pleasing association between the street and the adjacent Colorado River corridor, and a festival street capable of carrying vehicular traffic at reduced speeds and functional for street closures for special events be those the weekly farmers market or other scheduled activities.
- **6th Street Roundabout.** In 2020, improvements were completed to the roundabout and adjacent areas at the entry to Glenwood Springs where the ramp to I-70 intersects with Highway 82 and US 6. The entry creates a favorable first impression, welcoming visitors to the community.
- **Public Bathrooms.** The DDA led an effort to add public bathrooms to the downtown, conveniently located at 7th and Colorado. The addition of the bathrooms addressed a long identified need.
- **Façade Grants.** The DDA offers a façade improvement program to eligible projects in the district. The goal of the program is to enhance building facades and thereby the vitality of downtown through a matching grant.
- **Downtown Signage.** The DDA has collaborated with the City to enhance wayfinding in the downtown through a variety of signage efforts.
- **Business + Restaurant Support.** Improvements along 7th Street and under the bridge have been vital to the neighboring restaurants during the 2020 pandemic providing adjacent accessible and attractive outdoor dining opportunities. These improvements have also resulted in new businesses coming to the under bridge and adjacent wing streets bringing added vitality and economic benefit to the downtown.

DOWNTOWN CORE VALUES

Downtown Glenwood Springs has come a long way since the original Plan of Development was written nearly 20 years ago, in 2001. The work of the last nineteen years has created a strong foundation with an infrastructure, partnership, and leadership by the Glenwood Springs DDA. As we review Glenwood Springs vision for the downtown, five core values emerge to help Downtown Glenwood Springs shape effective programming going forward:

- **FOCUS ON THE LOCAL**

Grow a vibrant economic ecosystem where housing, employment, and recreation are accessible for residents. Local engagement results in community pride, patient investment, and creative idea sharing and collaboration.

- **COLLABORATION**

Foster an intersection of partners, projects and ideas interacting in creative problem solving, education, and expanded communication.

- **ACCESS AND EQUITY**

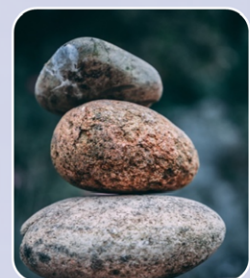
Establish equitable access to downtown for a diversity of users with ease of movement, a sense of safety and awareness, and removal of barriers to entry.

- **YOU ARE HERE**

Create visual and physical cues that illuminate the context of arriving or departing downtown, and that highlight the opportunity to engage in the rich and diverse activities within the downtown district.

- **THE THIRD PLACE**

Establish a contextual relationship for a social environment beyond home and work, where locals engage in a celebration of community.



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GLENWOOD SPRINGS' DOWNTOWN PLANS OVER TIME

The original plan of development had great ideas and many of them have been accomplished. The table below shows the areas of overlap and demonstrates the continuity of the updated plan in carrying on the purpose of the original.

2001 ORIGINAL PLAN GOALS	2020 UPDATED PLAN OUTCOME AREAS
<p>ECONOMIC DEVELOPMENT</p> <p>Drive Economic Development in the District to maintain and strengthen its role as the center of the community and the region.</p> <p>LAND USE</p> <p>Redevelop underutilized land in the heart of the DDA District including the Confluence area.</p>	<p>ECONOMIC VITALITY</p> <p>Glenwood Springs Downtown Development Authority prioritizes a strong, active, diverse, and fluid downtown economy. We foster an economic environment that allows the downtown to prosper and grow to contribute to the larger economy.</p>
<p>CHARACTER</p> <p>Sustain small town character.</p>	<p>PLACE MAKING</p> <p>Glenwood Springs Downtown Development Authority uses a dynamic approach for the planning, design, and activation of public spaces which considers people, history, culture, recreation, and encourages entrepreneurial solutions to challenges.</p>
<p>ORGANIZATION</p> <p>Establish a management organization to implement the DDA Plan of Development and coordinate collaboration with downtown groups.</p>	<p>LEADERSHIP & ACTIVATION</p> <p>Glenwood Springs Downtown Development Authority effectively guides and directs people, businesses, organizations, and community support entities towards a common goal of downtown vibrancy and sustainable growth.</p>
	<p>COMMUNICATIONS</p> <p>Glenwood Springs Downtown Development Authority effectively advocates, collects, shares, and distributes information to and about downtown.</p>
<p>TRANSPORTATION</p> <p>Resolve issues of transportation within the District in collaboration with city, state, and federal governments and the private sector.</p>	<p>CONNECTIVITY & MOBILITY</p> <p>Glenwood Springs Downtown Development Authority advocates for easily navigable roads, sidewalks, transportation system, and public space for all people.</p>



DOWNTOWN VISION + DESIRED OUTCOMES

VISION + DESIRED OUTCOMES

Downtown Glenwood Springs is a destination bridging our rich history and celebrating small town character with our bright future as a crossroads of recreation, culture, diversity, and entrepreneurship.

The Glenwood Springs Downtown Development Authority (DDA) was established in 2001 to serve the Community of Glenwood Springs by implementing a proactive plan of balanced and directed development, incorporating social and economic diversity while emphasizing solutions for accessibility. The DDA's broad array of accomplishments speaks to the visionary leadership and direction of the DDA since that time. As evidenced in a review of the original to the updated plan, the new plan builds upon that legacy of dynamic leadership, with modernization of terminology, enhanced focus on communications for partnership and awareness, and recognition of the valuable work completed in the DDA's lifetime.

ECONOMIC VITALITY

Glenwood Springs Downtown Development Authority prioritizes a strong, active, diverse, and fluid downtown economy. We foster an economic environment that allows the downtown to prosper and grow to contribute to the larger economy.

PRINCIPLE: The Glenwood Springs Downtown Economy will use creativity, economic diversification, and a local emphasis in downtown projects to ensure economic prosperity and opportunity for a diversity of businesses and ventures.

PLACE MAKING

Glenwood Springs Downtown Development Authority uses a dynamic approach for the planning, design, and activation of public spaces which considers people, history, culture, recreation, and encourages entrepreneurial solutions to challenges.

PRINCIPLE: The Glenwood Springs Placemaking efforts will emphasize the authentic small town character, tone, art, and history of Glenwood Springs.



COMMUNICATIONS

Glenwood Springs Downtown Development Authority effectively advocates, collects, shares, and distributes information to and about downtown.

PRINCIPLE: The Glenwood Springs DDA commits to effective messaging regarding resources for downtown through clear communication and collaboration with partner organizations with the common goal to convey the character, history and sense of place of Downtown Glenwood Springs.

LEADERSHIP & ACTIVATION

Glenwood Springs Downtown Development Authority effectively guides and directs people, businesses, organizations and community support entities towards a common goal of downtown vibrancy and sustainable growth.

PRINCIPLE: The Glenwood Springs DDA is an advocate for downtown perspectives and a resource for partners hoping to engage in downtown.

CONNECTIVITY + MOBILITY

Glenwood Springs Downtown Development Authority advocates for easily navigable roads, sidewalks, transportation system, and public space for all people.

PRINCIPLE: The Glenwood Springs DDA commits to creating a downtown that is bicycle and pedestrian friendly which encourages community movement, connectivity and vitality.

The Glenwood Springs Downtown Development Authority (DDA) Plan of Development is intended to be used as a guide to inspire and shape future projects, policies, and action steps. The DDA Plan of Development is organized into five desired outcome areas to shape these areas of work. These desired outcome areas are neither comprehensive nor exclusive as the DDA and work in downtown must bridge silos and will necessarily connect topics and initiatives beyond the five desired outcome areas. The desired outcome areas are meant to tie Core Values to areas of work, but it is important to consider the relationship between the topic areas as well. Each desired outcome area included in the Plan of Development has a related series of principles, policies and action items that will be fleshed out in the work planning process.

SAMPLE STRATEGIES

SAMPLE STRATEGIES

The following are examples of actions the Glenwood Springs DDA and partners might undertake to implement the plan. Year to year, strategies may vary and will be selected based on opportunities, needs, and market conditions. These strategies should be viewed as a sampling only, their relevance to be determined by the priorities of the time.

ECONOMIC VITALITY

Glenwood Springs Downtown Development Authority prioritizes a strong, active, diverse, and fluid downtown economy. We foster an economic environment that allows the downtown to prosper and grow to contribute to the larger economy.

STRATEGIES

1. ACTIVATE DOWNTOWN WITH COMMERCE + LOCAL USE
 - a) Communicate the importance of a vibrant Downtown for a sustainable local ecosystem.
 - b) Focus on the local customer base to create a more sustainable and less seasonal, tourist-reliant economy.
 - c) Build a loyal local customer base that is age- and culturally diverse.
 - d) Partner with the City and the Chamber around support and incentives to encourage business investment, growth, and clusters of restaurants and retail.
 - e) Celebrate Glenwood Springs' history and cultural offerings by identifying and attracting creative entrepreneurs to the community.
 - f) Connect the downtown commercial to residential through increased communications, physical guides and signage, and activities that invite locals.
 - g) Partner with the City to advocate for highest and best use zoning in the downtown area. Consider incentives to support highest and best uses.
 - h) Collaborate with the City to identify and secure catalyst sites, promote available properties, and other downtown opportunities.

2. RETAIN AND GROW LOCALLY OWNED AND OPERATED BUSINESS

- a) Promote Downtown as the hub for locally owned businesses and support locally owned businesses.
- b) Continue to partner with the City, County, Chamber, and other economic partners.
- c) Support cultural competency training and education for business owners to help diversify the customer base.
- d) Engage in upskilling training for local front-line employees.
- e) Consider a business attraction and retention strategy that aligns with the City economic development priorities while defining a distinctive value proposition for Downtown.
- f) Create a retail and restaurant strategy to encourage inter-business collaboration in downtown.
- g) Provide support for increased employment and job mobility opportunities for workers with a range of skill sets.

3. LEVERAGE PRIVATE SECTOR INVESTMENTS THROUGH PUBLIC-PRIVATE PARTNERSHIP

- a) Use the Opportunity Areas identified later in this plan document to consider priority development sites.
- b) Consider incentives for public-private partnerships that drive private investment to implement the Glenwood Springs vision for priority sites.
- c) Educate local property owners about funding mechanisms for development and rehabilitation.
- d) Communicate and utilize Glenwood Springs DDA Priorities to shape grant, loan, and partnership programs with entities supporting the DDA vision.
- e) Activate vacant space with installations, pop-up retail, or other fun and attractive ways to connect with the community.

PLACE MAKING

Glenwood Springs Downtown Development Authority uses a dynamic approach for the planning, design, and activation of public spaces which considers people, history, culture, recreation, and encourages entrepreneurial solutions to challenges.

STRATEGIES

1. ENSURE AND CONVEY STANDARDS FOR COMFORT, SAFETY, AND ESTABLISHED NORMS FOR DOWNTOWN ENJOYMENT
 - a. Establish standards and roles in partnership with the City in support of a safe, clean and comfortable downtown environment.
 - b. Incentivize use and public-private partnerships for beautification of non-traditional public spaces such as alleys, utility boxes, right of ways, etc.
 - c. Establish standards and incentives for private property and new construction with guides for enhancement, architectural upgrades, parking areas, and alley access/rear facades.
 - d. Design, maintain, and upgrade public spaces to be flexible for accommodating a wide variety of uses, enhance visibility and function, and activate the space.
 - e. Collaborate with the City and the Chamber to increase access to public art and celebration of public art.
 - f. Integrate findings from the Art Plan Study.
2. ENCOURAGE PROGRAMS AND PROJECTS TO REINFORCE THE AUTHENTIC COMMUNITY CHARACTER
 - a. Expand awareness of the Glenwood Springs Downtown brand. Use the brand to establish visual cues and communication such as banners, signage, wayfinding, and other aesthetic features.
 - b. Work with the City planning processes to encourage dynamic downtown guidelines, overlays and enhancement, and incentives supported by Glenwood Springs DDA.
 - c. Encourage and actively participate in development + redevelopment to achieve a streetscape that is intimate in scale.

- d. Ensure that development which is initiated, encouraged, or facilitated by the DDA enhances the pedestrian, historic architecture, amenities, and landscaping of a small town.
- e. Actively propose, finance, and build image enhancing amenities.

3. ENCOURAGE THE REHABILITATION AND REUSE OF HISTORIC BUILDINGS

- a. Collaborate with the Historic Preservation Commission to provide information to property owners on benefits and importance of preservation and to maintain a historical buildings inventory.
- b. Offer financial incentives for building owners to participate in historic façade renovation.
- c. Assist the City in offering financial incentives for renovation.
- d. Support the Glenwood Historical Society by facilitating and supporting their efforts.
- e. Protect historic buildings through incentives and regulations and assure complimentary design and usage of re-development.
- f. Collaborate with the Historic Preservation Commission. A portion of North Glenwood is eligible as a National Register Historic District. There is also the potential of a second district on the south side of the river. Discussion with the business owners and business community would be important before any final historic designation.

4. ENHANCE EASE OF NAVIGATION AND SENSE OF PLACE WITH VISUAL CUES, COMMUNICATION AND WAYFINDING

- a. Celebrate Glenwood Springs’ art, culture, and authentic history by incorporating artwork, murals, sculptures, signs and visual stories. DDA to collaborate with the Arts and Culture Commission planning and implementation processes.
- b. Improve wayfinding signage to enhance accessibility, safety, and comfort for all modes of transportation.
- c. Continue to express arrival with gateway signage and landscaping to distinguish Downtown and guide the experience.
- d. Continue improving existing kiosks to fit better with design ideals and provide greatly expanded information of walking and bike tours and points of interest.

- e. Create and update a digital brochure/map of downtown business that is available to the public.
- f. Integrate the 8th Street Crossing into the heart of town with DDA as partners with the City as the timing is appropriate.
- g. Improve the appeal of signage and banners, both for directions to attractions and for attracting people to different parts of downtown.

5. CONTINUE TO GROW TOURISM ELEMENTS AND OUTSIDE APPEAL

- a. Partner with the Chamber Resort Association to continue to promote Glenwood Springs as a destination and to support downtown events.
- b. Actively recruit niche business in retail, entertainment, and uses appealing to tourists.
- c. Continue to create and promote physical and visual connections to the two rivers as a recreational and tourist attraction.
- d. Embrace technology-based wayfinding innovations to connect visitors, locals, and experiences.

COMMUNICATIONS

Glenwood Springs Downtown Development Authority effectively advocates, collects, shares, and distributes information to and about downtown.

STRATEGIES

1. ESTABLISH UNIFORM MARKETING FOR DOWNTOWN GLENWOOD SPRINGS IN COLLABORATION WITH PARTNERS
 - a. Develop brand and standards for Glenwood Springs Downtown.
 - b. Establish a downtown communications team made up of people from DDA, Chamber, City, and other relevant partners.
 - c. Collaborate with City and Chamber on branding, messaging, and distribution of information for each sphere of outreach.
2. ADVOCATE FOR A VIBRANT BUSINESS COMMUNITY
 - a. Create a communication plan with the City and the Chamber to ensure awareness of resources, opportunities, and key topics for downtown businesses and property owners and about downtown initiatives.
 - b. Use creative placemaking to engage downtown businesses, property owners, and residents to organize and prioritize their

needs, goals, problems and proposed solutions.

- c. Conduct a first, and continue annually (or more often), a “downtown social” between business people and property owners and the DDA to begin and continue communication and knowledge of one another and shared priorities.
- d. Advocate for the interests of downtown businesses, property owners, and tenants.
- e. Create and share templates for leasing, subleasing, and shared spaces to guide increased partnerships of businesses and property owners in conjunction with the City Economic Development Department.
- f. Establish a quarterly Glenwood Springs Downtown update to be shared with City Council, media, and other partners.
- g. Create an annual communication about the impacts and effectiveness of the DDA.

3. COMMUNICATION AND ADVOCACY STRATEGY AIMED AT LOCAL ENGAGEMENT

- a. Identify platforms and media to best reach local and regional populations considering diverse audiences and interests.
- b. Establish and roll out a campaign, in conjunction with the City and the Chamber, to engage locals in downtown.
- c. Develop platform/place for local community feedback and input.
- d. Support the formation of a business-led ad hoc committee to provide creativity, energy, and drive to efforts in this area.
- e. Utilize storytelling to engage locals with community character, history and place in messaging and through signage, art, and events.

LEADERSHIP & ACTIVATION

Glenwood Springs Downtown Development Authority effectively guides and directs people, businesses, organizations and community support entities towards a common goal of downtown vibrancy and sustainable growth.

STRATEGIES

1. ADVOCATE FOR DOWNTOWN IN BROADER PLANNING EFFORTS

- a. Convey and educate on the need and design of downtown improvements.
- b. Promote improvements that will strengthen the downtown tax base and the basic services it provides for the community.
- c. Advise and contribute to City-led improvements for downtown.
- d. Collaborate with partner efforts to ensure downtown is a factor in planning and the needs of downtown are considered.
- e. Ensure the direction and core values for downtown are included in larger community initiatives.
- f. Support the Glenwood Historical Society by facilitating and supporting their efforts.

2. PREPARE FOR SUSTAINABLE DOWNTOWN MANAGEMENT

- a. Establish effective and clear systems for DDA management.
- b. Establish intergovernmental agreements to ensure city maintenance of improvements in the downtown over time.
- c. Consider options for extending financing for the DDA.
- d. Keep downtown data and documents updated.
- e. Collaborate on identifying and pursuing downtown grants in partnership with the City and Chamber.

CONNECTIVITY + MOBILITY

Glenwood Springs Downtown Development Authority advocates for easily navigable roads, sidewalks, transportation system, and public space for all people.

STRATEGIES

1. FACILITATE SAFE AND ENJOYABLE PEDESTRIAN OR CYCLIST EXPERIENCE

- a. Recognize issue areas and propose solutions
- b. Improve pedestrian atmosphere by partnering on construction of improvements and extensions to pedestrian passages.
- c. Work with the City to plan, design, and construct pedestrian connections in conjunction with partners between various sectors of downtown.
- d. Consider improvements to walkways adjacent to existing and new parking lots and structures to improve aesthetics.
- e. Support multi-modal with amenities for bikes and scooters. Encourage bike racks and bike lanes wherever feasible. Propose bike routes, lanes, racks and amenities that connect Downtown to neighborhoods and implement over time. Support efforts to increase accessibility through rentals.
- f. Work with partners to align wayfinding signage to clarify walking and biking connections to local and regional bus routes.
- g. Maintain effective relationships with the City, Garfield County, RFTA, and the Colorado Department of Transportation.

2. ENSURE PARKING IMPROVEMENTS AND SOLUTIONS

- a. Support City and RFTA initiatives to track data and monitor parking changes over time. Advocate for downtown locations and implementation of long-term solutions.
- b. Ensure awareness of downtown retail, office businesses, and governments into compliance with and enforcement of parking regulations.
- c. Incorporate local design standards into parking areas including adding landscaping to existing as well as new parking lots and structures.
- d. Encourage and actively solicit local private-public partnerships to increase the availability of parking.
- e. Uphold modern urban design concepts of mixed-use parking structures including retail and office space on street levels.



PARTNERS

The Downtown Development Authority depends on collaborative relationships with a variety of entities, most importantly the City and the Glenwood Springs Chamber Resort Association. With these three organizations working in sync, the opportunities for the downtown are limitless. Two of the primary areas where partnership is most strongly required is for general economic development and the support of small business and property owners. We also maintain communication with boards, commissions, and clubs such as Planning and Zoning, the Tourism Board, Historic Preservation, and the Garden Club.

Economic development is a multi-faceted effort that Glenwood Springs prioritizes. This effort must include efforts for the larger community, as well as the region. It is important for partners to push for improvements in access to transportation, housing, and primary job creation. Glenwood Springs Downtown is the dynamic civic and social hub that supports our small business, local investment, and community engagement. The DDA advocates for the needs of downtown business and property owners, for the sense of place that keeps employees, small businesses, and visitors coming.

While there are areas of overlap, each organization has a distinct mission and sphere of influence as noted below.



GLENWOOD SPRINGS OPPORTUNITY AREAS



OPPORTUNITY AREAS

Redevelopment is anticipated in a variety of locations throughout Downtown and in many cases may be on private property. The Plan of Development highlights opportunity sites and concepts that would benefit from reinvestment or have previously been considered with partners. The DDA will serve as an advocate for our core values and desired outcomes with the City, partners, and private sector. The DDA plan of development outlines a variety of guiding principles, priorities and strategies for consideration going forward. This vision is outlined at a broad level as a foundation for a wide range of opportunities to support economic vitality and placemaking in the downtown area. As a companion to this broader vision, the DDA should also adopt a strategic work plan that would focus on specific initiatives in the short to medium term and would be revisited on a more frequent basis. The work plan would focus on individual projects spearheaded by the DDA, City, and Council in response to current circumstances and needs of the downtown area. Types of projects for consideration include the following:

- **6th Street Improvements.** The 6th Street area revitalization is detailed in the study 6th Street Corridor Master Plan. Implementation of this plan would create a more pedestrian and bicycle friendly experience in this important part of the City for locals and tourists alike. Funding for this project area was included in the Access and Infrastructure bond package passed in 2016 and is of utmost importance to revitalization of this area.
- **8th Street Crossing.** The City of Glenwood owns approximately 12 acres of undeveloped land between City Hall and the confluence of the Colorado and Roaring Fork Rivers. This represents an extraordinary opportunity for the City, the community and the DDA to shape the future of the City with a development that creates the appropriate mix of open space, affordable housing, commercial, retail and other uses building on prior work as documented in the Area Wide Plan. The DDA should have a leadership role in this project as it moves forward recognizing that implementation of the project will occur over a 10-20 year timeframe. Evaluation of this project against the DDA's guiding principles and priorities will help to ensure a development that is appropriate for Glenwood.

- **Downtown Vacancies.** Working with the City's Economic Development Specialist, Chamber and others to diversify uses in the downtown core and entice new tenants is critical to a healthy, vibrant environment.
- **Alley development.** Glenwood has an untapped network of alleyways that could provide important and vibrant connections to primary streets and thoroughfares. With a commitment to convert single use trash and recycling to communal block wide compactors, there is an opportunity to reimagine alleys as pedestrian ways with expanded outdoor dining, mural art, lighting, planters, etc., in effect enlarging the footprint of the downtown and enticing people to experience the downtown core in a broader variety of ways.
- **Pedestrian Improvements.** Pedestrian improvements along Cooper (beautification) - Many of the City's prominent retail establishments and restaurants are located on Cooper Avenue and have developed a flavor for the arts. Building on this theme creates a greater sense of place for the street and might inform future enhancements to draw increased visitation to this area of town. Streetscape improvements should consider lighting, furniture, planting and other amenities designed in conjunction with the need for ongoing vehicular traffic and parking.
- **Parking Concerns.** Supply and location of parking is a common concern for many downtowns and Glenwood shares this concern. As the City continues to evolve, parking is a complex and important issue that needs to be re-evaluated on a continual basis. The 2020 MOVE plan will provide an analysis of parking alternatives over a long-term horizon looking at the pros and cons of paid parking, potential locations for parking garages, relocation of parking, parking for employees versus shoppers, etc. This plan will create a baseline for discussion and implementation into the future with the ability to adjust and respond to changing dynamics and unforeseen opportunities.
- **More cyclist friendly.** Glenwood Springs sits at the intersection of a significant regional trail system along the Rio Grande from Glenwood to Aspen, to the east through the Canyon, and to the west by way of the future LOVA trail. As a hub location, the City wants to embrace safe and easy bicycle movement through the downtown core. This will support both the trail users and the casual biker exploring the downtown area.
- **Celebration of the Historic District.** The City of Glenwood Springs has a rich and deep history as a spa town along the railway. Celebration of this history is integral to Glenwood's identity and adds immeasurably to the downtown experience. Continued recognition of this history is inextricably tied to Glenwood's sense of place and small-town character and should continue to be recognized as fundamental to future downtown planning and development.

PLAN MONITORING + EVALUATION

Monitoring and evaluating the success of activities guided by the Plan of Development will ensure that the Downtown Development Authority, the City of Glenwood Springs and its partners are on track to achieve the outcomes as outlined in the Plan. The DDA Plan of Development should remain relevant and responsive to changing conditions. To allow for flexibility, the Plan of Development does not include action items, but should be used to create a detailed work plan based on the core values and desired outcomes. The workplan should take into consideration the sample strategies section outlined earlier in the plan.

The work plan will be approved by the DDA Board of Directors and will be reviewed to measure progress toward goals using both a qualitative and quantitative process to evaluate investment and improvements to Downtown. A regular work plan review will examine the priorities of the Downtown and identify opportunities to adapt or implement new strategies. The DDA staff will continually monitor the status of action items and publish an annual status report on the DDA website.

WORK PLAN GUIDELINES

The Glenwood Springs DDA will work on an as needed basis to create a plan of work that outlines specific tactics and projects that will further the vision as laid out in the Plan of Development update. A Tactics Matrix will assist in aligning efforts and ensure that the DDA is adhering to the vision as outlined in the Plan. A format for the matrix follows, to be filled in as part of the Work Plan update.

GLENWOOD SPRINGS DOWNTOWN DEVELOPMENT AUTHORITY TACTICS MATRIX					
	FOCUS ON THE LOCAL Grow a vibrant economic ecosystem	COLLABORATION Foster an intersection of partners	ACCESS + EQUITY Establish equitable access	YOU ARE HERE Create visual and physical cues	THE THIRD PLACE Establish a contextual relationship for a social environment
ECONOMIC VITALITY Prioritizes a strong, active, diverse, and fluid downtown economy					
PLACE MAKING Use a dynamic approach for the planning, design, and activation of public spaces					
COMMUNICATIONS Advocate, collect, share, and distribute information to and about downtown					
LEADERSHIP + ACTIVATION Guide and direct people, businesses, organizations and community support entities towards a common goal of downtown vibrancy and sustainable growth					
CONNECTIVITY + MOBILITY Advocate for easily navigable roads, sidewalks, transportation system, and public space for all people					

ACKNOWLEDGMENTS

In 2020, Glenwood Springs DDA's chose Downtown Colorado, Inc. (DCI) as the lead on the Plan of Development update. DCI is a state-wide association representing Downtown Development Authorities and other commercial districts in Colorado. DCI provides advocacy, information, advisory services, and technical assistance to support vibrant downtowns in our state. DCI works with nearly 500 members, and has provided over 100 downtown plans to Colorado communities.

Partners have played a key role in updating the Glenwood Springs DDA Plan of Development. The DDA has benefitted from input and sharing insights from the numerous planning and engagement efforts from the City of Glenwood Springs Management, Community Planning, and Economic Development Departments, and the Glenwood Springs Chamber Resort Association.

The DDA Plan of Development Steering Committee Members include: Laura Kirk, Executive Director of the Glenwood DDA; Christian Henny, DDA Board President; Jennifer Oton, Assistant City Manager; Matt Nunez, Economic Development Specialist with the City of Glenwood; Gretchen Ricehill, Assistant Community Development Director and Historic Preservation Commission Liaison; Angie Anderson, Executive Director Glenwood Springs Chamber Resort Association, and the DCI consultant team.

DDA MISSION STATEMENT

The Glenwood Springs DDA's mission is to create vitality for the downtown; its plans and projects include strengthening downtown as the retail, entertainment, office, government, and tourist hub of the area. The DDA ensures access for all.

APPENDIX A // DDA Bylaws

GLENWOOD SPRINGS DOWNTOWN DEVELOPMENT AUTHORITY AMENDED AND RESTATED BYLAWS

ARTICLE I GENERAL

Section 1. Establishment. Pursuant to Ordinance No. 44-2000 on January 18, 2001, the City of Glenwood Springs, Colorado established a Downtown Development Authority known as the “Glenwood Springs, Colorado Downtown Development Authority” (hereinafter GSDDA) as a body corporate. Bylaws for the GSDDA were adopted in 2001. These Amended and Restated Bylaws completely repeal and replace those.

Section 2. Purpose. The GSDDA is established to provide for the public health, safety, prosperity, security, and welfare within the downtown district of Glenwood Springs, in the following ways:

- By fostering and coordinating cooperation in the downtown community;
- By assisting in the planning, development, and redevelopment of this area; and
- By promoting, maintaining, and activating the Downtown Plan as adopted, amended and restated.

Section 3. Offices. The GSDDA shall have the power to maintain an office within the boundaries of the Downtown Development Authority district.

Section 4. Seal. The corporate seal of the GSDDA shall be in the form of a circle, and shall have inscribed therein the words “Glenwood Springs Downtown Development Authority, 2001” and the words “Corporate Seal.” The GSDDA shall comply with any statutory requirements regarding the use of the Seal.

ARTICLE II POWERS OF THE BOARD

Pursuant to Ordinance No. 19, Series of 2020 of the City of Glenwood Springs, Colorado, The Board shall have all of the powers now or hereafter authorized by Part 8 of Article 25 of Title 31, Colorado Revised Statutes, and all additional and supplemental powers necessary or convenient to carry out and effectuate the purposes and provisions of said Part 8.

ARTICLE III THE BOARD, OFFICERS, AND EMPLOYEES

Section 1. Board Members. The affairs of GSDDA shall be managed by a Board of no more than eight (8) members. The Glenwood Springs City Council shall appoint seven (7) of these members from the general public and qualified to serve pursuant to C.R.S. § 31-25-806. The Mayor shall appoint one (1) member annually from City Council, and an alternate therefrom. Such member’s sole function will be to serve as a liaison between Council and the GSDDA Board and he/she shall not be a voting member of the Board except when there is a tie vote amongst the Board

or when necessary to have a quorum. Each appointed member from the general public, shall reside within, be a business lessee within, own real property within, or be an officer or director of a corporation having its place of business within the GSDDA district.

Section 2. Constitution and Terms. The board shall be constituted as follows:

- a) All members shall be appointed for staggered 4 year terms, commencing July 1 and ending June 30.
- b) A member shall hold office until his successor has been appointed and qualified. After the terms of the initial members of the Board have expired, the terms of all members (except any member who is a member of the City Council) shall expire four years from the expiration date of the terms of their predecessors.
- c) A Board Member shall serve only two terms.

Section 3. Officers. The Officers shall be a Chair of the Board, a Vice-Chair, a Treasurer, and a Secretary. Such elections shall be held at the second meeting of the GSDDA, and annually thereafter at the first meeting in July. Each officer shall be a member of the Board, except that the office of Treasurer shall be the City of Glenwood Springs Chief Operating Officer. The functions of the Secretary may be delegated to an employee chosen by the Board. The Secretary and Treasurer have final responsibility for the content and accuracy of the documents and records kept by a functioning employee. The Chair shall preside at all meetings of the Authority, sign contracts if authorized by Resolution, deeds, and other instruments of the Authority, with attestation by the Secretary. The Secretary shall sign the Minutes for every meeting of the Board. The Treasurer shall submit and sign the budget.

Section 4. Resignation. Any Board Member may resign at any time by giving written notice to the City Council with a copy to the Chair of the Board. Such resignation shall take effect at the time specified in the letter. The acceptance of such resignation shall not be necessary to make it effective.

Section 5. Vacancies. In the event of one or more vacancies of term expirations, the Authority shall advertise for replacement Board Members to apply for consideration by the City Council. In the event, a Board Member's term has expired, the Board may nominate him for an additional term or nominate a replacement. Within thirty (30) days after the occurrence of a vacancy on the Board, the City Council shall appoint a successor.

Section 6. Removal. If a Board Member has three unexcused absences within a twelve (12) month period, that member's position on the board shall be declared vacant. To secure an excused absence, a Board Member must notify either the Chair or the Secretary prior to the meeting being missed. The Chair shall determine whether an absence is excused, and such determination shall be final.

A Board Member may be removed by the City Council for cause after the Board Member is given reasonable notice of a hearing, and an opportunity to be heard regarding the allegations against him or her.

APPENDIX A // DDA Bylaws

Section 7. Compensation. Members of the Board shall serve without compensation, but they may be reimbursed for actual and necessary expenses.

Section 8. Employees. Pursuant to Section 31-2-815, C.R.S., GSDDA shall hire an Administrator/Director. Such Administrator/Director may be an employee of the City of Glenwood Springs. The Board may, at its discretion, hire other employees who may also be employees of the City of Glenwood Springs.

ARTICLE IV CONFLICT OF INTEREST

No Board Member nor any employee of the Board shall vote or otherwise participate in any matter in which he or she has a specific financial interest; which is defined as a matter in which the member or employee would receive a benefit or incur a cost substantially greater than other property owners in the GSDDA. When such interest appears, it is the duty of the Board Member or employee to make such interest known, and he or she shall thenceforth refrain from voting on or otherwise participating in the particular transaction involving such interest. Willful violation of the provisions of this section constitutes malfeasance on the part of a member of the Board, and is grounds for instant dismissal of any employee, and censure or removal of the Board member.

ARTICLE V MEETINGS

Section 1. Regular Meetings. The regular meetings of the Board shall be at such time and place as determined by the Board. Regular meetings may be recessed and continued to another date.

Section 2. Special Meetings. Special meetings of the Board may be called by the Chair, or at the request of any two (2) members of the Board.

Section 3. Notice. Notice of all Meetings shall comply with the provisions of the Colorado Open Meetings Law found at Sections 24-6-401 through -402, Colorado Revised Statutes. Notice shall be posted at least 24 hours prior to any Board meeting on the GSDDA's website hosted by the City of Glenwood Springs found at the City's website.

Section 4. Open Meetings. All meetings of the Board shall be open to the public except those dealing with land acquisition or sales, personnel matters, negotiations or legal matters of which the Board is receiving advice from its attorney or any other matter that may be discussed in executive session pursuant to the Colorado Open Meetings Law. The Minutes of the meeting shall reflect the executive session's topic of discussion.

Section 5. Quorum. A majority of the members of the Board shall constitute a quorum for the transaction of business at any meeting, and if less than a quorum is present, a majority of those present may continue the meeting from time to time without further notice. The City Council liaison shall count toward a quorum but shall not be allowed to vote.

Section 6. Voting. All resolutions or motions for the transaction of business shall require the affirmative vote of a majority of the members of the Board present at any meeting where a quorum is present.

Section 7. Rules of Order. All meetings shall be conducted under the most recent Edition of Robert's Rules of Order, Revised; except as otherwise provided by these Bylaws, the Glenwood Springs Municipal Charter and Code, and Statutes 35-25-801 *et seq.*, C.R.S 1973, as amended.

ARTICLE VI FINANCE, DEBT, AND INSURANCE

Section 1. Budget. The GSDDA shall annually submit a budget to the Glenwood Springs City Council for review and approval in accordance with the City of Glenwood Springs's annual budget schedule. An annual audit shall be made pertaining to the fiscal affairs of the Authority in conjunction with that of the City.

Section 2. Deposits. All funds of the GSDDA shall be deposited in the City of Glenwood Springs to the credit of the GSDDA. Such deposits shall be made into interest bearing accounts where applicable.

Section 3. Accounting. The GSDDA, as well as the City of Glenwood Springs shall maintain accounting records and records of transaction. All vouchers or the payment of accounts shall be submitted by the Director to the Treasurer for payment from the funds deposited to the credit of GSDDA. Both the Director and the Treasurer shall approve all vouchers for expenditures.

Section 4. Funding. The operations of the GSDDA shall be principally funded from:

- a) Donations to the GSDDA for the performance of its function;
- b) Monies borrowed and repaid from other funds received, under authority of Part B of Article 25 of Title 31, Colorado Revised Statutes;
- c) Tax increment funds as defined in Section 31-25-807(3) if the plan to development, as adopted, provides for such tax increment funding;
- d) Such other sources as may be approved by the Glenwood Springs City Council or the voters within the City of Glenwood Springs.

Section 5. Contracts. The Board may authorize, by resolution, the Chair or the Director to enter into any contract, or execute any instrument in the name of and in behalf of the Authority. Such authority may be general, or confined to specific instances.

Section 6. Property. The GSDDA may hold property in its name as directed by resolution of the Board, and as permitted by Section 31-25-801 *et seq.*, C.R.S. 1973, as amended. The Board may choose to transfer any property to the City of Glenwood Springs. At the end of the term of GSDDA, all remaining property shall be transferred to the City of Glenwood Springs, Colorado, unless otherwise provided.

APPENDIX A // DDA Bylaws

Section 7. Debts. All instruments of debt shall be evidenced by a contract, loan agreement, trust indenture, bond indenture, or some other legally binding written document. No verbal debts of contract shall be binding on the Board.

Section 8. Bonds. All bond issues shall be issued by the City of Glenwood Springs, and subject to its approval, as well as the City's elections. The Board may recommend to the City Council the issuance of Bonds for any project or purpose authorized by law. Any City of Glenwood Springs ordinance or resolution by which bonds are issued, pursuant to the authority granted GSDDA in Part 8 of Article 25 of Title 31, C.R.S., shall specify the maximum net effective interest rate of such bonds.

Section 9. Non-liability for Debts. The private property of a member of the Board shall be exempt from execution or other liability for any debts of the GSDDA. No Board Member shall jointly or severally be liable for the debts or liabilities of the GSDDA.

Section 10. Indemnification. The GSDDA shall indemnify any Board Member or Officer of the GSDDA against expenses actually and reasonably incurred by him or her in connection with the defense of any action, suit, or proceeding, civil or criminal, or for any loss or claim resulting from such action, suit, or proceeding in which he or she is made a party by reason of being or having been a Board Member or Officer, including any matter in which he or she is adjudged in such action, suit or proceeding to be liable for negligence or misconduct in the performance of duties for, or on behalf of, the GSDDA; excluding, however, any liability for intentional misconduct, gross negligence, or criminal acts in the office. Provided further, however, that no person shall be so indemnified or reimbursed in relation to any matter in such action, suit, or proceeding which has been made the subjects of compromise settlement, except with the approval of a court of competent jurisdiction, or the Board, acting by a majority vote of Board Members who are not parties to the same or substantially the same action, suit, or proceeding. The foregoing right or indemnification shall not be exclusive of other rights to which such person, his heirs, executors, or administrators may be entitled as a matter of law.

Section 11. Fidelity Bonds. The Board may require fidelity bonds for the faithful performance of any employee's duties. The expense for such bonds shall be paid for by the funds of the GSDDA.

Section 12. Insurance. The Board may participate in the City of Glenwood Springs insurance policies with the approval of the City Council, and the City's insurance providers. The Board may also purchase any insurance policies for the GSDDA as it sees fit. The Board may also purchase insurance for the purpose of indemnifying its Board Members, Officers, and employees to the extent that such indemnification is allowed in Section 11 of Article VI of these Bylaws.

ARTICLE VII AMENDMENTS TO BYLAWS

These Bylaws may be altered, amended, or repealed by the affirmative vote of a majority of all the members of the Board at any duly convened special or regular meeting. Provided, however,

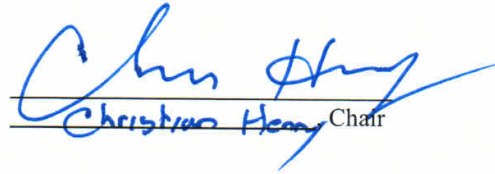
that in no event shall these Bylaws be altered, amended, or repealed so as to be inconsistent with the laws of the State of Colorado or the City of Glenwood Springs.

ARTICLE VIII DISSOLUTION

Upon resolution by a two-thirds (2/3rds) vote of all members of the Board, the Board may request the City Council to dissolve the GSDDA, provided that all statutory requirements are satisfied. The GSDDA may be dissolved by any method authorized by statute.

ADOPTED this 20 day of October, 2020 at the regularly scheduled meeting of the GSDDA.

Vote: X yes; ___ no



Christian Henry Chair

ATTEST:

Secretary

ORDINANCE NO. 44

Series of 2000

AN ORDINANCE OF THE CITY OF GLENWOOD SPRINGS, COLORADO, ESTABLISHING THE BOARD OF DIRECTORS OF THE DOWNTOWN DEVELOPMENT AUTHORITY AND ESTABLISHING ITS POWERS AND DUTIES.

WHEREAS, the voters of the City of Glenwood Springs approved the creation of a downtown development authority at the general election held on November 7, 2000; and

WHEREAS, Sections 31-25-801 through 31-25-822 of the Colorado Revised Statutes provide qualifications for the membership and makeup of the board of directors of the authority; and

WHEREAS, the statutes also outline the powers and duties available to the board, subject to the revision or enlargement of those specified therein; and

WHEREAS, the City adopted, after numerous public meetings, the Downtown Plan, which is a component of the City's overall comprehensive plan; and

WHEREAS, City Council determines it in the best interest of the redevelopment of the downtown area, as defined in the ordinance approved by the voters, to establish hereinbelow the Board of Directors, as well as the Board's powers and duties.

NOW, THEREFORE, IT IS ORDAINED BY THE CITY COUNCIL OF THE CITY OF GLENWOOD SPRINGS, COLORADO, THAT:

Section 1. The affairs of the Downtown Development Authority shall be under the direct supervision of the Board of Directors, which shall consist of eleven (11) members appointed by City Council. Two (2) of the members shall be Glenwood Springs Council members, who shall be appointed by City Council when it makes appointments to all City boards and commissions, and the remaining nine (9) shall reside in, be a business lessee, or own property within the central business district, as defined in the ordinance creating the boundaries of the Downtown Development Authority. An officer or director of a corporation having its place of business in the district shall be eligible for appointment to the Board. A majority of the nine (9) non-Council members shall reside or own property in the boundaries of the district. The appointments shall be for the following terms:

Two members - through June 30, 2002

Two members - through June 30, 2003

Two members - through June 30, 2004

Three members - through June 30, 2005

After these initial terms, the terms of all citizen members shall expire four (4) years from the expiration date of the terms of their predecessors.

Section 2. All members shall take and subscribe to the oath of office required of officials of the City prior to the assumption of duties.

Section 3. For purposes of the Authority's business, the City's Downtown Plan, adopted by City Council on June 17, 1999, shall be used as the master plan for the Authority from which other more site specific development plans may be prepared.

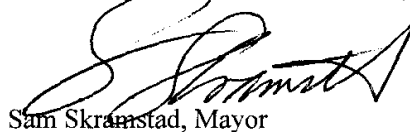
Section 4. In addition to the powers customarily vested in a board of directors, the board shall exercise supervisory control over the activities of its staff in the carrying out of the following duties. Additional duties and responsibilities are as follows:

- A. The adoption of its own rules and procedures, subject to those specified in the City's Code of Ordinance and the approval of City Council.
- B. The appointment of a director and other staff members and the provision for their compensation.
- C. The preparation of an annual budget to be presented to City Council during the City's budget process for its approval.
- D. The proposed development projects prepared by the Board shall be submitted to the City's Planning and Commission and approved by City Council.
- E. Any and all powers and duties specified in Sections 31-25-807 and 31-25-808 of the Colorado Revised Statutes not inconsistent with other provisions in this ordinance.

Section 5. Any ordinances or parts of ordinances in conflict herewith are hereby repealed to the extent of such conflict only.

INTRODUCED, READ AND PASSED ON FIRST READING, ORDERED
PUBLISHED IN FULL THIS 21ST DAY OF DECEMBER, 2000.

CITY OF GLENWOOD SPRINGS, COLORADO



Sam Skramstad, Mayor

APPENDIX B // Duties of DDA

ATTEST:



Robin S. Clemons, City Clerk

INTRODUCED, READ ON SECOND READING, APPROVED, AND ORDERED
PUBLISHED TITLE ONLY TO BE EFFECTIVE TEN DAYS FOLLOWING THE DATE OF
SECOND PUBLICATION THIS 4th DAY OF JANUARY, 2001.

CITY OF GLENWOOD SPRINGS, COLORADO



Sam Skramstad, Mayor

ATTEST:



Robin S. Clemons, City Clerk

RESOLUTION NO. 2002-3

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF GLENWOOD SPRINGS, COLORADO, APPROVING A TWENTY-FIVE YEAR PLAN OF DEVELOPMENT FOR THE GLENWOOD SPRINGS DOWNTOWN DEVELOPMENT AUTHORITY, INCLUDING PROVISIONS FOR TAX INCREMENT FINANCING.

WHEREAS, by Ordinance No. 21, Series of 2000, the City Council of the City of Glenwood Springs, Colorado, has heretofore determined it prudent and necessary to establish a downtown development authority in the City; and

WHEREAS, pursuant to said Ordinance and Section 31-25-804 of the Colorado Revised Statutes, the question of establishing a downtown development authority in the City was submitted to the electors at the regular election on November 7, 2000; and

WHEREAS, after canvassing the returns of said election, the City Council determined that a majority of qualified electors voting on the question voted in favor thereof; and

WHEREAS, on January 4, 2001, City Council adopted Ordinance No. 44, Series of 2000, creating and establishing the Glenwood Springs Downtown Development Authority; and

WHEREAS, subsequent to its appointment, the Board of Directors of the Authority prepared a Plan of Development for the Authority, as required by C.R.S. Section 31-25-807; and

WHEREAS, the Plan of Development was presented to City Council at its regular meeting on October 19, 2001, and referred the Plan to the Glenwood Springs Planning and Zoning Commission; and

WHEREAS, the City of Glenwood Springs Planning and Zoning Commission, on October 23, 2001, reviewed, modified and recommended the approval of a modified Plan of Development to City Council; and

WHEREAS, the modified Plan of Development was presented to City Council at its regular meeting on November 15, 2001, and a public hearing was held on the proposed Plan, in accordance with C.R.S. Section 31-25-807(4)(c).

NOW, THEREFORE, IT IS RESOLVED BY THE CITY COUNCIL OF THE CITY OF GLENWOOD SPRINGS, COLORADO, THAT:

Section 1. City Council finds that the Authority's Plan of Development affords maximum opportunity, consistent with the sound needs and plans of the City as a whole, for the development and redevelopment of the area encompassed by the Glenwood Springs Downtown

APPENDIX C // DDA 25 Year Plan

Development Authority.

Section 2. City Council further finds that there is a need to take corrective measures in order to prevent deterioration of property values or structures within the Plan of Development area and the growth of blighted areas therein.

Section 3. City Council hereby adopts the Plan of Development as a twenty-five year plan using the tax increment financing through December 31, 2003, for both ad valorem taxes upon taxable property and for fifty percent (50%) of any municipal sale tax increment that occurs subsequent to the base year's, in accordance with C.R.S. Section 31-25-807, and which are collected with the current boundaries of the Plan of Development. Such financing shall be reviewed during the City's budget process for fiscal year 2004, and the percentage of sales taxes and continuation of ad valorem taxes on taxable property for tax increment financing shall be determined for the following two-year period. Such review and determination shall occur every two (2) years thereafter.

Section 4. Garfield County School District RE-1 has been permitted to participate in an advisory capacity with respect to the Plan of Development and Tax Increment Financing, in accordance with C.R.S. Section 31-25-807(3).

Section 5. Any new area to be subsequently included in the Glenwood Springs Downtown Development Authority in compliance with applicable law after the effective date of this Resolution shall be subject to a separate determination of applicable tax increment financing by City Council and only after City Council's approval of a plan of development for the new area.

Section 6. City Council hereby requests that the City's Finance Director prepare and certify a base year valuation for sales taxes, in accordance with Section 31-25-807(3)(I) of the Colorado Revised Statutes, for the twelve-month period ending on the last day of February 2002.

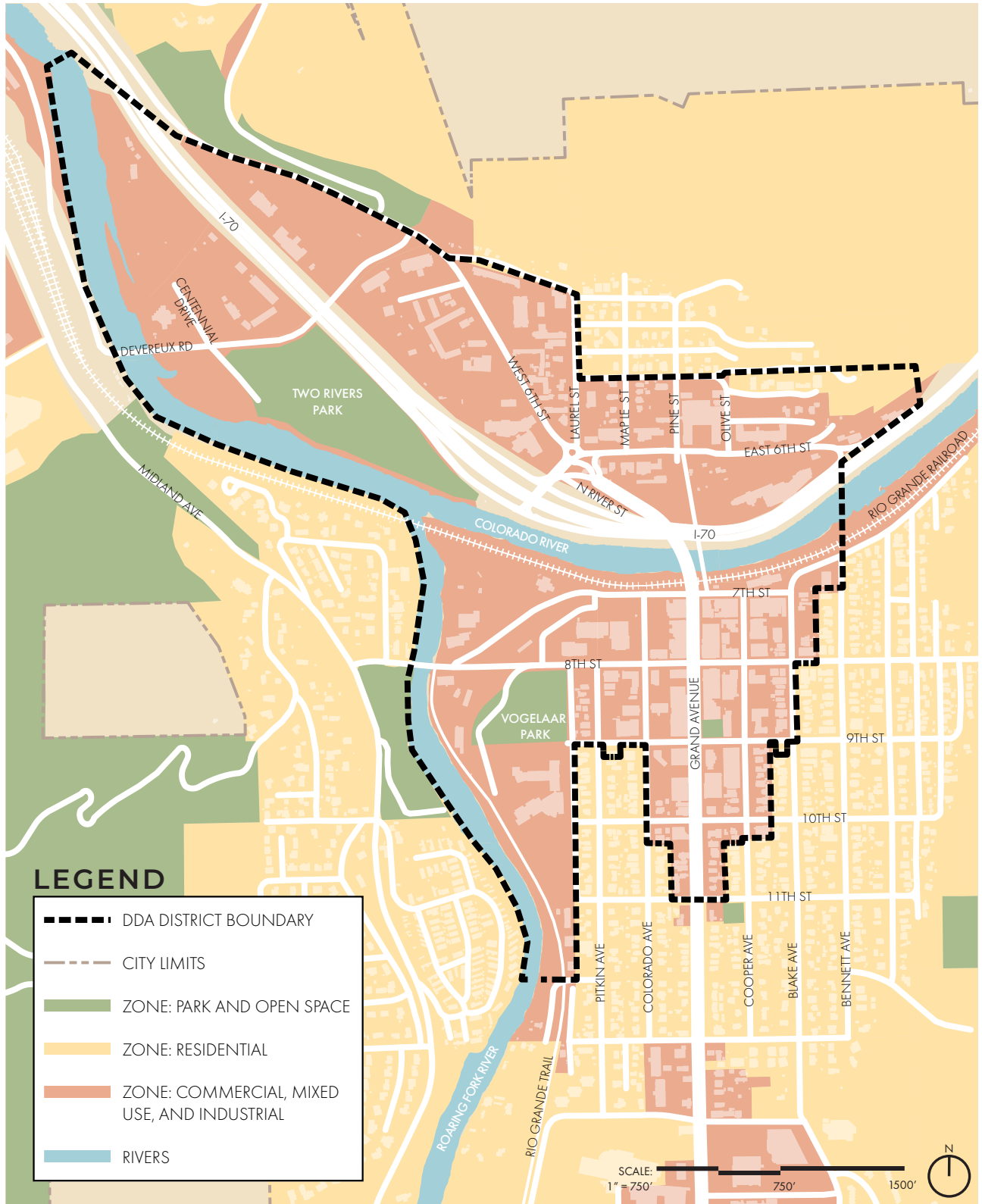
Section 7. City Council hereby requests that the Garfield County Assessor prepare and certify a base year taxable valuation for taxable properties inside the Plan of Development area using values established in the Assessor's last certification date.

INTRODUCED, READ AND PASSED THIS 21ST DAY OF MARCH,
2002.

CITY OF GLENWOOD SPRINGS, COLORADO



Rick Davis, Mayor Pro Tem



CITY OF GLENWOOD DOWNTOWN DEVELOPMENT AUTHORITY DISTRICT BOUNDARY



DOWNTOWN COLORADO

inc.

downtowncoloradoinc.org P: 303.282.0625

DOWNTOWN DEVELOPMENT AUTHORITY

glenwoodspringsdda.com