

DOWNTOWN GRAND JUNCTION

BOARD OF DIRECTORS

RETREAT

WINTER 2022



Prepared by: Downtown Colorado, Inc.

Photography: Devon Balet



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DOWNTOWN GRAND JUNCTION 2022 RETREAT BACKGROUND



Photography: Devon Balet

OVERVIEW

Downtown Colorado, Inc. (DCI) was selected to review the downtown development strategy, assess the accomplishments, outline future objectives, and deliver a summary of the discussion.

PRIMARY FOCUS AREAS

The Downtown Grand Junction (DTGJ) Board facilitation process will follow a logical progression to determine needs and preferences for the future strategy of downtown as redevelopment, new development, and business support efforts continue to thrive in the downtown area.

- Enhance clarity and communication around what has been successful and should be continued.
- Prioritize project ideas, implementation efforts, and resource management as the DDA area reaches the end of its life.
- Initiate a conversation about the future of the DTGJ management.

HOT TOPICS AT THE RETREAT



OBJECTIVES

01

Facilitate a review of the Downtown Grand Junction projects and organizational functions.

02

Review the current plan of work to assess outstanding items and determine relevance and priority in the next few years

03

Evaluate catalyst projects, partnerships, and objectives and determine the next steps necessary for implementation.

RETREAT SUMMARY

In preparation for the retreat, the DTGJ board completed a survey to share reflection on successes and lessons learned. In addition to reflection, the Downtown Grand Junction board shared ideas about future focus areas and priorities that the BID and DDA want to accomplish in the coming years. The survey results guided the curation of the DTGJ board retreat discussion points and activities.

The Downtown Grand Junction Board Retreat was held in person with eight of the nine board members in attendance on February 10, 2022. All board members previously completed an introductory questionnaire. The retreat was four hours of productive and collaborative dialogue. Discussions and questionnaire responses are summarized in this report with an overview of findings and proposed action items.

PAST SUCCESS

Downtown Grand Junction board members shared responses highlighting accomplishments primarily in three areas as outlined in the table below. The categories identified provide insight to understand how this board views success and potential areas of focus moving forward.

VISIONING + PLANNING	ACTIVATING SPACES	DEVELOPMENT
<p>DTGJ Strategic Plan</p> <p>Vibrant Together</p> <p>Stakeholder Toolkit</p>	<p>Outdoor Dining Expansion</p> <p>Art on the Corner</p> <p>Music Fest</p> <p>Bike Races</p> <p>Outreach and Prioritization leading to targeted investments</p>	<p>Tech District Development (Kart)</p> <p>Riverfront Development (Los Colonias, Dos Rios)</p> <p>Traffic Improvements (4th/5th)</p> <p>Growth/Housing</p> <p>Catalyst Grant Program (Eddy Project, Networks Unlimited Expansion)</p>



LESSONS LEARNED

Operations

- Good working dynamic of the board currently, steps should be taken to systematize successful procedures and relationships.
- The perception and expectation of the Downtown Partnership has evolved, DTGJ should continue to focus on how to tell this story and set expectations for businesses and partnerships.
- The DDA and BID are working well together, collaborating on funding while keeping their core implementation plans separated by infrastructure and services, respectively.
- The BID continues to play a large role in service delivery downtown, including making events more productive and successful. The BID should continue to deliver on these goals efficiently and leverage funding to fulfill their primary objectives.
- The boards will continue to schedule reviews of successful projects and operations, creating the opportunity for deep dives, best practice analysis, and subcommittee engagement.
- The DTGJ board will review similar DDA/BID board characteristics around the state and use this insight to assist in future board applications and recommended appointments to the City Council.

Projects

- Downtown Grand Junction is successfully retaining and expanding businesses. This success may allow for a reallocation and reassessment of incentive funds.
- The Riverfront is considered to be an impactful area within the downtown partnership boundary, spurring other development in the area even while the main site is still in progress. Investments should be balanced with other DTGJ priorities, and additional projects will take time to develop.
- Additional projects like Dos Rios will be completed and instigate a change in how to market downtown, “old” and “new” downtown or complimentary district identities could be considered.
- Downtown Grand Junction has deployed several tactical urbanism and small footprint operations that the community has enjoyed, and will continue small, strategic projects.
- DTGJ projects need to have more clarification and structure on the role of public right-of-way, municipal land, private land arrangements and investments.
- Expand and refine the rubric used to evaluate incentives and promote a consistent package to prospective entrepreneurs/ investors in the downtown.

Partnerships

- Downtown Grand Junction has strong and productive relationships with other stakeholders and partners downtown. The board is looking to replicate the structure of its most productive partnerships and ensure alignment with the vision, mission, and priorities stated by the DDA and BID bylaws and strategic plan.
- The City of Grand Junction and the Downtown Partnership have specific areas of collaboration that can be reviewed; codes, use of municipal space, shared investment in infrastructure, and business retention and expansion projects
- Board members are committed to reaching out to further engage the community and proactively direct staff to identify and cultivate strategic partnerships
- The DTGJ board can be more involved in statewide and regional organizations, learning and sharing best practices and experiences.

HOW DOWNTOWN GRAND JUNCTION IS MOVING FORWARD

The DTGJ board members outlined what areas and activities still have pressing needs for improvement. Once again, survey responses highlight both large scale improvements and smaller place-making activation and beautification.

- Find ways to define and measure success in goal areas. How to capture and convey connectivity, safety & comfort, identity progress for people outside of the Downtown Grand Junction.
- Transparency and the value of a shared vision with partners, communicating improvement in all stages (before, during, and after) of a project.
- Figure out what data is needed for telling better stories about Downtown Grand Junction, supporting and setting expectations for stakeholders as well as the scope & scale of projects.

PRIORITY AND CATALYTIC ACTIONS

In the pre-meeting questionnaire and during the board retreat, DTGJ board members chose what actions and activities were the most pressing and catalytic by scale, with the small category considering things like bike amenities, while the large category might include building renovation or development. The suggestions reaffirmed the priorities and actions established by the 2019 Vibrant Together Downtown Plan. Additional actions suggested in Vibrant Together but not directly mentioned in the retreat are in black font below.

SMALL	MEDIUM	LARGE
More Downtown Art	Alleyway Activations / Enhancements from Colorado to Main	Richmark / City Market Project
More Events	Event / Flex Space	Increase Housing
Connectivity	Multi-Modal Improvements	Land Parcels for Future Development

FOCUS AREAS

In an exercise conducted at the retreat, Downtown Grand Junction board members identified their priorities for the upcoming months. Members shared some of the same priorities, evident when looking at each suggestion offered below:

All Areas of Downtown Grand Junction

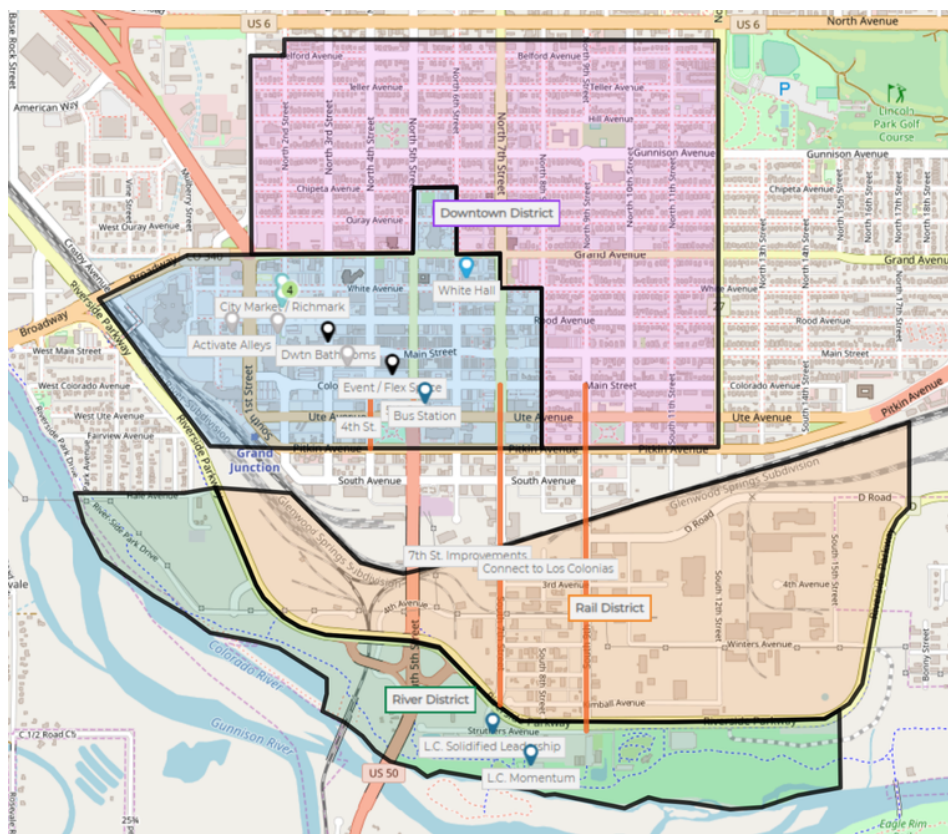
- 40-50% of downtown visitors traveling to downtown via walking or biking
- Budgeted partnership money from city council
- Better alignment and communication with city staff and city council

Business District

- 7th Street
- Activate Alleys and Pay station/parking
- Alleyway Activation
- Alleyway upgrade
- Richmark
- City market project is up and going
- City market redevelopment commitment
- CM development
- City market space under construction
- Colorado Ave parking lot turned into event space
- White Hall
- The Bus station is up and going
- Continue connecting south to Las Colonias
- 4th & 5th Street Developed
- Revamp downtown bathroom

Riverfront District

- Solidified leadership and strategy for Las Colonias
- Las Colonias has great momentum



ACTION PLAN

DOWNTOWN GRAND JUNCTION BOARD MEMBERS IDENTIFIED IMMEDIATE ACTION ITEMS TO COMPLETE IN THE NEAR FUTURE. WITH THIS REPORT THE BOARD WILL HAVE AN OVERVIEW OF THEIR PRIORITIES AND ACTIVITY IDEAS GUIDING NEXT STEPS THE BOARD AND STAFF WILL PURSUE OVER AN 18-24 MONTH HORIZON.

01

Connect with people on other boards and the City to share DTGJ's vision

02

Pursue additional resources to further accomplish the mission of the Downtown Partnership

03

Develop a framework and process to record and maintain success

04

Focus on housing in key downtown locations

05

Create ongoing engagement with business owners & stakeholders and find private sector and community alignment with the priorities and objectives of DTGJ

06

Communicate and demonstrate best practices of the goals and strategies highlighted in Vibrant Together

07

Continue to raise the profile of Downtown Grand Junction and cultivate regional and statewide partners

NEXT STEPS

Downtown Grand Junction has begun implementing several recommendations from the 2019 Strategic Plan, and there was discussion about what the next 24 months would hold. Action items from the strategic plan with a short to medium time horizon are listed below, with those discussed at the retreat in bold and colored to match the corresponding small, medium, or large action. The order within the list reflects the frequency of attention during the retreat.

Connectivity

- Convert 4th and 5th to two-way streets - Information sessions - Council Vote for funding - Feasibility analysis conducted - connectivity improvements made and are ongoing with future review planned.
- Coordinate a community crosswalk paint program - Colorado St. as pilot site - Event paint programs implemented
- Amend the GDP to update 9th St. Sections to multi-modal
- Study group for signals, pedestrian improvements along 2nd st. - CDOT pedestrian access improvements currently being studied

Placemaking

- Brand and marketing strategy along the 'artline' alleys and breezeways, murals, and creative programming
- DTGJ and the Arts Commission collaborate for a murals program for alleyways
- Encourage local businesses and artists to deploy temporary art, seating, and design to activate private spaces along public right-of-way - mural projects and parklets implemented over the past few years.
- Review parking app opportunities, coordinate wayfinding efforts with parking - Conversations started with the City for a downtown parking study.
- Review façade grant funding to include rear building improvements
- Test flexible use space at 5th and Colorado, increase programming, temporary stage, music, and food truck/restaurant facilities. Future events will test viability for flex use at 5th and Colorado.
- Implement a design program and safety improvements for Whitman Park
- Change municipal code to allow vendors to cluster - new conversations with City staff to improve code review
- Develop a pop-up shop program for downtown - revisit if vacant storefronts reemerge
- Increase credit card payment for parking and shared use lots
- Implement smart parking strategies in the zoning code

Development

- Richmark / City Market Investment IGA
- White Hall Redevelopment + Housing
- Ongoing conversation on how to best include Riverfront in Downtown identity
- Incentivize redevelopment along Colorado
- Review tenant improvement grant funding
- Analyze proper allocations of on-street and off-street parking in the downtown core
- Review building codes that hinder redevelopment, especially around historic buildings and adaptive reuse - City engaging in this work
- Contract with small business consultant for property owners to learn more about business marketing and hours of operation best practices
- Refine existing incentive and attraction programs for downtown businesses
- Work with business incubators to bring more entrepreneurs downtown

RETREAT PARTICIPANTS

Downtown Partnership Board Members

Doug Simons Jr. (Chair)
Cole Hanson (Vice-Chair)
Randall Reitz (Council Liaison)
Dan Meyer
Libby Olson
Garrett Portra
Maria Rainsdon
Vance Wagner

Downtown Grand Junction Staff

Brandon Stam (Director)
Vonda Bauer
Dave Goe
Sarah Meredith-Dishong
Kyra Seppie

Downtown Colorado, Inc. Facilitators

Kayla Jones
Stephanie Owens
Bill Shrum

APPENDICES

Appendix A - Matrix of Timeline and potential partners of upcoming DTGJ Actions

Appendix B - Select case studies of downtown best practices



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2022 BOARD RETREAT APPENDIX A



SMALL	MEDIUM	LARGE
<p>More Downtown Art</p> <p>More Events</p> <p>Connectivity</p>	<p>Alleyway Activations / Enhancements from Colorado to Main</p> <p>Event / Flex Space</p> <p>Multi-Modal Improvements</p>	<p>Richmark / City Market Project</p> <p>Increase Housing</p> <p>Land Parcels for Future Development</p>

DOWNTOWN GRAND JUNCTION PARTNERS AND ALIGNMENT

Business Owners	3,7,8,10,11,14,19,20,21,22,24,25,26
City Council	2,4,5,9,11,12,13,16,17,18,19,20,23
City Staff	1,2,3,4,5,8,9,11,12,13,15,16,17,18,20,22,23
GJEP	11,13,14,17,18,19,20,21,23,24,25,26
Chamber	2,3,6,7,8,9,10,11,13,14,19,20,21,22,24,25,26
Arts and Culture Orgs	2,3,6,7,8,9,11,12,14,19,26
Funding partners	1,2,3,4,5,10,12,14,17,18,20,21,23,25,26
Colorado Tourism Office	2,6,7,8,9,19
Business Incubators	6,8,11,13,14,18,19,20,21,24,25,26
Colorado Mesa University	2,3,6,7,8,11,12,19,24,25,26
Regional Transportation	1,2,3,4,5,9,19,20
County First Responders	1,3,4,5,10,11,12,22
Grand Junction PD	1,2,3,4,5,8,9,10,11,12,13,16

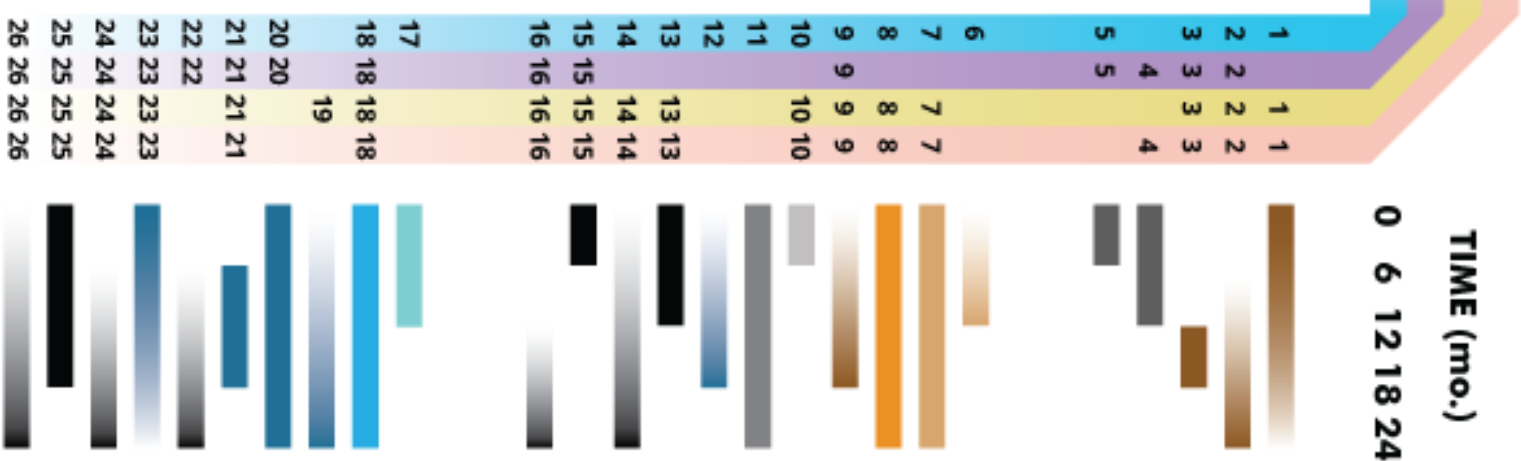
2022 BOARD RETREAT IMPLEMENTATION

RAIL DISTRICT
RIVER DISTRICT
DOWNTOWN DISTRICT
BUSINESS DISTRICT

- ## CONNECTIVITY
- 1 Connectivity improvements studied on 4th and 5th and are ongoing with future review planned
 - 2 Modern wayfinding and gateway study for Downtown
 - 3 Coordinate a community crosswalk paint program
 - 4 Amend the GDP to update 9th st. sections to multi-modal
 - 5 CDOT pedestrian access improvements currently being studied for 2nd st.

- ## PLACEMAKING
- 6 Brand and marketing strategy along the 'ardine' alleys and breezeways, murals, and creative programming
 - 7 DTGJ and the Arts Commission collaborate for a murals program for alleyways
 - 8 Encourage activating private spaces along public right-of-way, adding to recent mural projects
 - 9 Continue conversations with city about parking app opportunities and wayfinding
 - 10 Review facade grant funding to include rear building improvements
 - 11 Test flexible use space at 5th and Colorado and other sites for events, amenities, and food service
 - 12 Implement a design program and safety improvements for Whitman Park
 - 13 Continue conversations with City staff to improve code review for clustered mobile vendors
 - 14 If vacant storefronts reemerge, consider pop-up shop programs
 - 15 Increase credit card payment for parking and shared use lots
 - 16 Implement smart parking strategies in the zoning code

- ## INFILL DEVELOPMENT
- 17 Richmark / City Market Investment IGA
 - 18 White Hall Redevelopment + Affordable Housing
 - 19 Ongoing conversation on how to best include Riverfront in Downtown Identity
 - 20 Incentivize redevelopment along Colorado
 - 21 Review tenant improvement grant funding
 - 22 Analyze proper allocations of on-street and off-street parking in the downtown core
 - 23 Continue engaging the city on building code review, especially around historic buildings and adaptive reuse
 - 24 Engage a small business consultant for property owner support re: business marketing and hours of operation practices
 - 25 Refine existing incentive and attraction programs for downtown businesses
 - 26 Work with business incubators to bring more entrepreneurs downtown



TIME (mo.)

0 6 12 18 24

APPENDIX B - SELECT CASE STUDIES OF DOWNTOWN BEST PRACTICES

City - Downtown District Financial Partnerships | Castle Rock, Colorado

Downtown Castle Rock, Colorado voted to create its Downtown Development Authority in 2008, and has worked alongside the Downtown Merchants Association since. Castle Rock has been successful in bringing several new developments to town, including the recently-announced \$70 million mixed-use project called the "View". Downtown Castle Rock partnership with the City of Castle Rock is guided by an Intergovernmental Agreement (IGA) that outlines the use of increment funding, project selection, financing, lines of credit, and other financial relationships between the DDA and the City on these important development investments. More information available at <https://www.downtowncastlerock.com/>

Increase Housing/ Parcels for Future Development | Center, Colorado

The Town of Center is in a unique position to annex a 90-acre parcel near the community downtown. Such a development would give the Town a significant opportunity to build needed commercial and retail space while providing attainable housing for the San Luis Valley. Downtown Colorado, Inc. recently hosted a workshop with the American Planning Association Colorado Chapter to discuss financial scenarios and attainable housing goals for this exciting development. More information available at <https://townofcenter.colorado.gov/>

Alleyway Activations | Glenwood Springs, Colorado

The City of Glenwood Springs Downtown Development Authority has a well-regarded alleyway activation program. The purpose of this strategy is to identify ways to improve downtown alleys for pedestrian and business access and to address impediments to their usage by pedestrians. Unlocking the potential of the City's alley system is part of the DDA's overarching vision to vitalize and energize downtown Glenwood Springs and to maintain the downtown's role as the heart of the community. More information available at <https://www.glenwoodspringsdda.com/>

Multi-Modal Improvements | Fort Collins, Colorado

The City of Fort Collins is currently developing an Active Modes Plan, which will combine and update the City's 2011 Pedestrian Plan and 2014 Bicycle Plan. The plan will incorporate not only pedestrians and bicyclists, but also micromobility devices such as electric scooters and skateboards. Key opportunities to significantly improve and expand the City's existing active modes networks, support facilities, policies, and programs will be identified. The goal is to make it easy, safe, and attractive for people of all ages and abilities to use active modes of transportation. More information can be found at <https://www.fcgov.com/fcmoves/>

Event / Flex Space | Boulder, Colorado

The University Hill General Improvement District in Boulder, Colorado recently finished construction of the \$930,000, tax-funded "event street". The space, which sits on Pennsylvania Avenue between 12th and 13th streets, features new seating areas, steps, sloped curbs and landscaped sidewalks. The project was built with flexibility to accommodate through-traffic and car parking when the street is not closed off for events. When it is in use, it has hosted small-scale community events, such as yoga classes, live music and food festivals.

More information can be found at

<https://bouldercolorado.gov/government/board-commission/university-hill-commercial-area-management-commission>

More Events | Greeley, Colorado

The Downtown Greeley DDA has been a trailblazer in Colorado hosting events, being the first entertainment district and creating the Friday Fest program featuring specialized to-go cups in a downtown event space. Through the COVID-19 pandemic Downtown Greeley has adapted and is planning a 2022 with a packed events calendar. More information can be found at

<https://www.greeleydowntown.com/>

Connectivity | Arvada, Colorado

Olde Town Arvada and the Arvada Urban Renewal Authority have made significant investments in their street, bike, and pedestrian network in the past decade. Critical projects include the light rail station on the south end of Olde Town and the Wadsworth overpass, mitigating one of the busiest on grade intersections in the state. The resulting connectivity allows for residents outside the Olde Town district to easily reach the district through alternative means of travel and created great placemaking environments. More information can be found at <https://arvadaurbanrenewal.org/>

More Downtown Art! | Lakewood, Colorado

West Colfax hosts the 40West Arts District in Lakewood, Colorado. 40West is a certified Creative District supporting and promoting Lakewood West Colfax as a vibrant arts, cultural & economic destination through community art spaces and events, and by supporting creative activities and endeavors. The district has a variety of programmatic elements including an art curation program with local business, walking and biking tours, an artist in residence program, and will soon launch an audio tour. More information can be found at

<https://40westarts.org/>

BOARD OF DIRECTORS RETREAT

WINTER 2022

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