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**JOINT GRAND JUNCTION CITY COUNCIL
AND GRAND JUNCTION DOWNTOWN DEVELOPMENT AUTHORITY**

THURSDAY, AUGUST 22, 2019

**WORKSHOP, 7:30 A.M.
CITY HALL AUDITORIUM
250 N. 5TH STREET**

To become the most livable community west of the Rockies by 2025

1. Discussion Topics

- a. Downtown Plan - DDA Board Priorities
- b. City of Grand Junction - DDA Partnerships

2. Next Workshop Topics

3. Other Business



DESIGN WORKSHOP SUMMARY



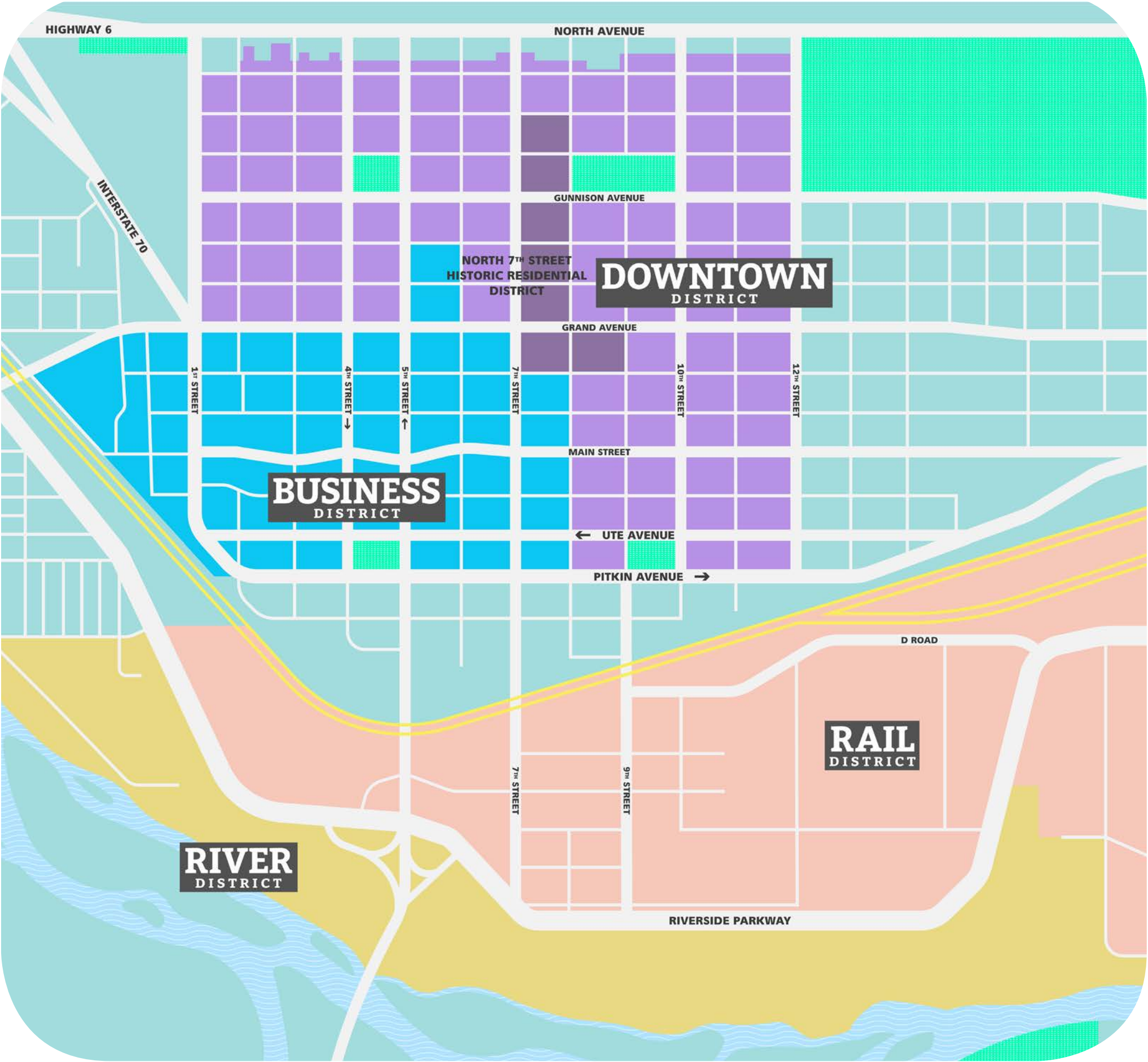


TABLE OF CONTENTS

INTRODUCTION

Project Background	3- 5
Design Workshop	6- 7

DESIGN IDEAS

Connectivity	8- 13
Placemaking	14- 19
Development Opportunities	20- 32

APPENDIX

Public Notes	33- 34
Sign In Sheets	35- 36
Transportation Summary	37- 38



PROJECT BACKGROUND

When asked, local residents describe the City of Grand Junction as a welcoming community with a small-town vibe characterized by strong local arts and culture- and at the heart of it all is the downtown. However, residents also feel there is lot of potential. Regional population and economic growth are creating a demand for development. With this growth comes the need for strategic thought about what is best for the community.

The goal of this Downtown Plan of Development, called “Vibrant Together: A Downtown Initiative,” (referred in this document as ‘the Plan’ or ‘the POD’) is to communicate our shared values for growth in Downtown Grand Junction. This Plan will be a governing document for the Downtown Development Authority (DDA) and will identify a clear plan of action for priority projects, strategies, and partnerships in the near term, aligned with the community’s vision for downtown Grand Junction. To achieve this the Plan will;

- Provide a unified vision for downtown.
- Identify projects that advance the vision
- Bring local leaders together in pursuit of that vision.

WHY DO THIS NOW? The primary responsibility of the Downtown Development Authority (DDA) is to support and facilitate economic development efforts to enhance the vitality of the Downtown community through capital investment and construction. The current DDA Plan of Development, is 38 years old and therefore is challenged to guide development that is reflective of both the current market or the vision of the community for what the future of greater downtown should be. In this time of growth, the DDA should have a strong governing document that is reflective of the community's wants and needs in downtown and develop strong partnerships for making a positive impact to the downtown.

While the City Comprehensive Plan, The Greater Downtown Plan and other guiding vision documents and strategic plans identify opportunities and regulate growth in the downtown, this Plan of Development will guide the types of projects and programs that for downtown with the goal of sustaining Downtown Grand Junction's role as the preeminent hub for economic activity and commerce, cultural experiences and as a vibrant place to live and visit.

A COMMUNITY DRIVEN PROCESS A primary goal of Vibrant Together is to work with residents and local organizations to create a vision for a thriving downtown. In addition to providing strategies for the downtown, this process will work to build support from the community as well as local partnerships for successful implementation.

The planning process is being executed in four phases;

DOWNTOWN TODAY

Where are we?

Understand the current conditions and trends that influence downtown. This phase will result in a market analysis and understanding of local issues and concerns.

**DOWNTOWN
TOMORROW**
Where do we want to be?

Develop downtown goals that align community priorities. This phase will result in goals that provide a framework for action and guide decision making.

STRATEGIES

How will we get there?

PRIORITIES AND ACTIONS

Where and how do we start?

This phase will result in a Plan of Development update that identifies key concepts for downtown, implementation recommendations, and key partnerships for taking action.

THE BIG IDEAS Goal setting provides an opportunity for people to work together and build consensus. These goals are meant to serve several key purposes. First, they are meant to provide direction for advancing the community's vision of building a thriving downtown for everyone. They should act as a tool for guiding future decisions, like determining if a new project or policy is in line with the vision. They are also useful for monitoring progress, to identify successful efforts that should be expanded upon, or unmet goals and gaps that need to be addressed.

The following goals have been developed based on comments received from the Grand Junction community through online surveys, comment boxes, focus groups, and pop-up events and validated at the Strategy Workshop in February 2019. These will guide the development of ideas in the Design Workshop



GOAL 1: VIBRANCY

Downtown is the “The heart of it all” as a 18 hour/7 days a week center of activity for all ages and income levels.



GOAL 2: DOWNTOWN DEVELOPMENT

Downtown offers a diversity of retail, housing and office choices for all price points to bring more people to live, work and play downtown.



GOAL 3: IDENTITY

Downtown is recognized as the hub of regional culture for the western slope.



GOAL 4: CONNECTIVITY

Downtown is connected to local destinations and outdoor amenities through safe pathways for bikes and pedestrians.



GOAL 5: SAFETY AND COMFORT

Downtown is safe and comfortable environment that is welcoming to all.

WHAT HAVE WE DONE LEADING UP TO THE DESIGN WORKSHOP?

WHO HAVE WE HEARD FROM?

Pop Up Events: Farmers Markets, Downtowner, Car Show, Tour De Rock (CMU Event)

Photobooth

Comment Boxes: Library, Colorado Baby, Gelato Junction, Transit Center, Art Center, RAW Canvas (50 Respondents)

Community Action Team Meetings

Downtown Development Board Presentations

City Council Presentation

Focus Group Meetings: Developer Meeting, Social Services Meeting, Recreation and Outdoor Meeting, CMU Meeting, Neighborhood Group Meeting

Online Survey (300 Respondents)

Visitor Survey (0 Respondents)

Strategic WALKshop(15 Attendees)

Strategic Development Workshop (10 Attendees)

Strategic Workshop Public Open House (100 Attendees)



Images from Public Outreach which took place between August 2018-January 2019.

PHASE 1 and 2 Summary Document. The Phase 1 and 2 summary provides background data and context for the goals and strategies developed that will guide the direction of the Design Workshop. This document outlines in detail the market context, the public comment and the strategies to be explored in the Plan of Development. The following is an overview of the goals and strategies outlined in Chapter 3 of this document

Identity:

- Main Street is 'the heart of it all'
- The arts are important
- Capitalize on regional assets
- Make it easy to get into and around

Vibrancy:

- Bring more people downtown
- Events are a huge draw
- Expand business hours
- Capture a diverse set of shoppers
- Activate streets and alleys
- Funkify Colorado Avenue
- Create more outdoor public spaces
- Increase food access downtown

Downtown Development:

- Build out other areas of downtown
- New development should be incremental
- People are interested in more active uses downtown
- People want to live downtown, but are lacking options
- Preserve historic character

Connectivity:

- Connect downtown to the river
- The role of streets in downtown
- Connect downtown to campus
- Provide better bike infrastructure
- Improve pedestrian infrastructure
- More options for public transit
- The perception of parking

Safety and Comfort:

- Sense of comfort in the downtown
- Enforcement to engagement

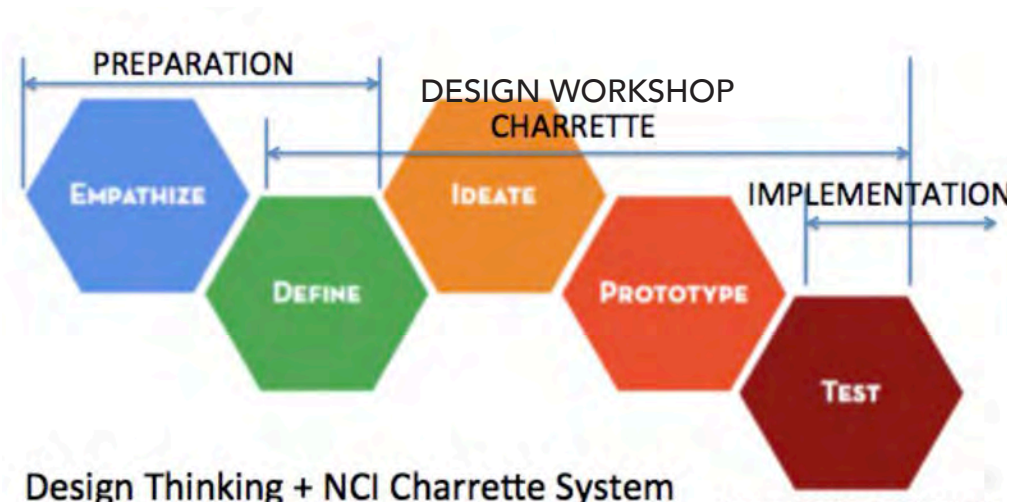


PHASE 1 AND 2 SUMMARY



WHAT IS A DESIGN WORKSHOP?

What is a Design Workshop? On April 30 through May 2, Community Builders brought a team of experts to work together on-site in Grand Junction for three days to develop on the map strategies to create a more active, vibrant and livable downtown. This includes at both quick win small scale projects and long-range big projects for improving physical connections to the river and supported by strategies for infill development. During these three days drawings, sketches, maps and other materials that convey how the big ideas are translated to potential, but achievable, projects.



- ✓ 1. Listen (Outreach)
- ✓ 2. Define (Goals)
- ➔ 3. Design and Test Ideas (Design Workshop)
- 4. Implement (Final Plan)

A Design Workshop is an opportunity to:
EXPLORE IDEAS THROUGH A COLLABORATIVE, TEAM-BASED APPROACH;

ENGAGE A TEAM OF EXPERTS TO PRODUCE CONCEPTUAL IMAGES AND RENDERINGS;

GATHER FEEDBACK FROM DDA, CAT, PROPERTY OWNERS AND PUBLIC.



Design Team Worksessions



Development and Implementation Strategies

Alex Joyce, Cascadia Partners
Alex Steinberger, Cascadia Partners
Neil Heller, Cascadia Partners
Brandon Stam, DDA
Cary Sheih, Community Builders



Team Placemaking and Activation Opportunities

Jim Leggitt, FAIA
Caitlyn Love, DDA
Sierra Jeter, Community Builders



Team Connectivity Opportunities

Peter Swift, Swift and Associates
Bud Tymczyszyn, Community Builders



Floating

Alison Bourquin, Community Builders
Clark Andersen, Community Builders
Jim Leggitt, FAIA
Peter Swift, Swift and Associates



COMMUNITY ENGAGEMENT

How is the community involved? The community is an essential element of a Design Workshop. It would be easy for our team to work in silos, but by being together in Grand Junction and inviting the community to provide feedback as we work, we are able to develop ideas and plans that best reflect the wants and needs of the community. Over the course of the workshop we engaged with one on one conversations, focus groups around specific topic areas and hosted a public open house to gather community wide input.

Schedule. We need the communities input to help our team ideas develop ideas at the workshop align with the community vision for the future of downtown Grand Junction. The following schedule was provided to stakeholders, the CAT and the DDA for more targeted, topic specific feedback. Participants were encouraged to show up to one meeting or all of them. (See Appendix A for Sign in Sheets)

Tuesday, April 30	Wednesday, May 1	Thursday, May 2
10am-4pm: Drop In Hours Drop in to check out what the designers are working on, chat with them about the ideas that are being developed. Feel free to grab a pencil and draw!	10am-4pm: Drop In Hours Drop in to check out what the designers are working on, chat with them about the ideas that are being developed. Feel free to grab a pencil and draw!	10am-12noon: Drop In Hours Drop in to check out what the designers are working on, chat with them about the ideas that are being developed. Feel free to grab a pencil and draw!
10am- Development Opportunities Generate ideas for types of development could activate selected opportunity sites.	10am- Placemaking and Activation Opportunities Identify strategies and site specific opportunities to create more vibe into downtown through art, public space and the downtown experience.	7:30 DDA BOARD MEETING (DDA Only) Presentation of ideas and Roundtable discussion with the DDA Board
1pm Connectivity Opportunities Explore principals behind great downtown streets and strategies for how to better connect to the river	3pm Development Implementation Strategies Discuss development feasibility and partnerships for specific catalytic opportunity sites.	4pm Wrap up and Next Steps Where do we go from here? How can you be part of the success of these projects?
5:30 Design Review Be part of the discussion as the Design Team presents plans, sketches, pictures and outlines of ideas. Ask questions, offer suggestions, and be part of a collaborative conversation to review and revise design concepts.	5:30 Design Review Be part of the discussion as the Design Team presents plans, sketches, pictures and outlines of ideas. Ask questions, offer suggestions, and be part of a collaborative conversation to review and revise design concepts.	5:00 Public Open House The Design Team will post concepts for public review and feedback in this open house format. Engage in discussion with the design team about how these ideas could guide future development in downtown.



Images from Focus Group Meetings.

CONNECTIVITY:

Connect downtown to Riverfront, CMU and trails through safe, walkable/bikeable corridors

CONNECTIVITY TEAM WORKSHOP GOALS

- Bring more activation of uses into the Rail District.
- Develop a comprehensive strategy for a complete, connected bike network from CMU, through downtown, to the River.
- Build safe, active and walkable pedestrian corridors with safe crossings, active street frontage and streetscape amenities.

DESIRED WORKSHOP OUTCOMES

- Guiding principles the DDA is behind for successful streets in the downtown.
- Corridor recommendations along 7th St., 9th St, and South St.
- Improvements for ped/bike connection to CMU.
- Safety improvements at key intersections.
- Review business modeling feasibility (Pro Forma Work) from transportation lens.
- Define some downtown parking strategies.

PRINCIPALS OF A GREAT WALKING STREET:

Narrow Streets Reduce Width slows speeds and increases safety.

Connected Street Network with a Dispersed functional grid with street hierarchy

Comfortable sidewalks with activity and opportunities for shade and seating

Visible street crossings with shorter crossing distances (Bump outs/length/timing) and a high number of crossing options

Key destinations with signage noting distances to destinations /nodes of activity with 5 minute walk/10 minute bike.



Promenades.



Activate Alleys.



Pedestrian and Bike Signage.



Safe Intersections.



Painted crosswalks.



Bump Outs.



Painted Intersections.



Ground Murals.



Artline.

CONNECTIVITY: Framework Strategies

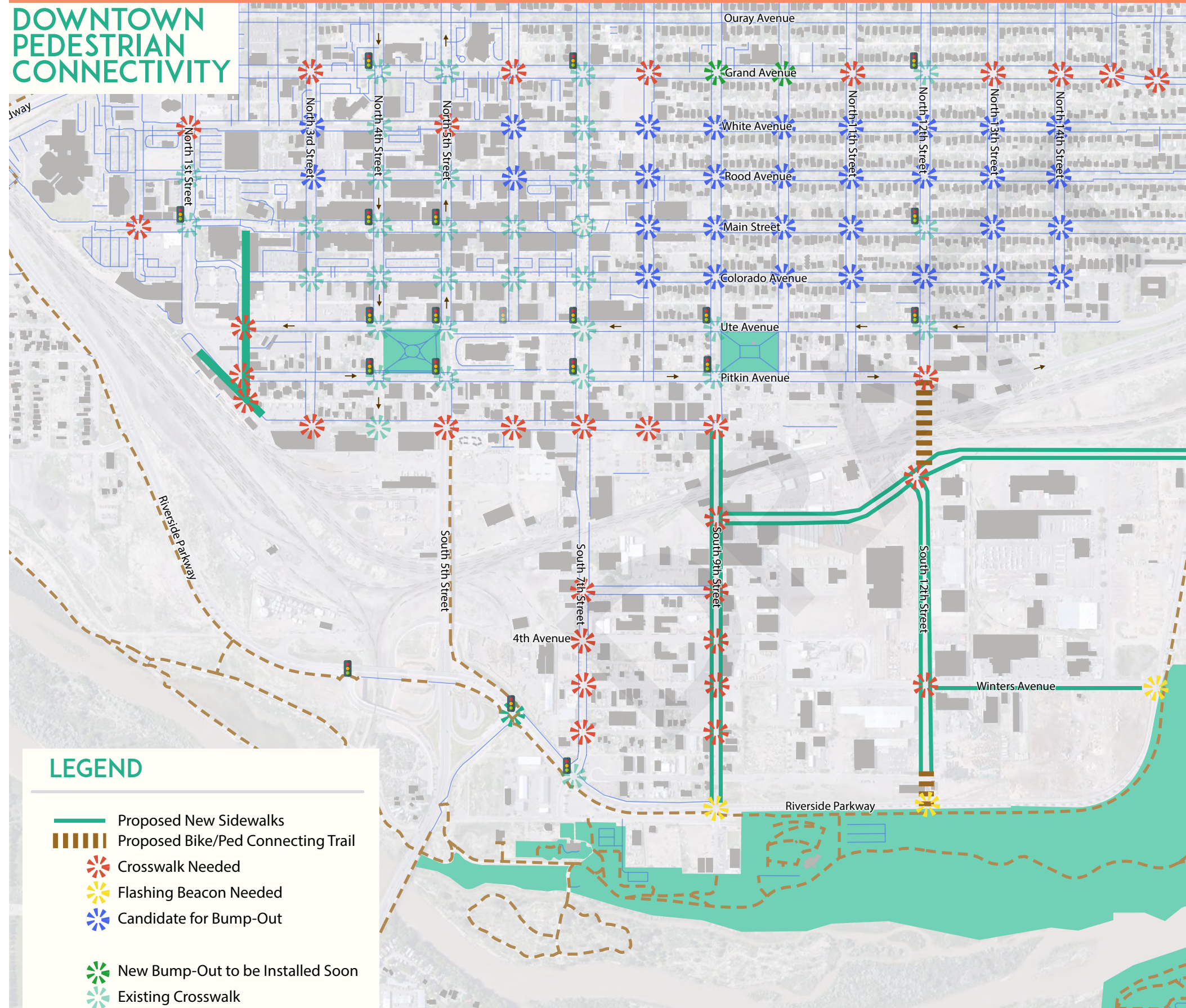


Connectivity Strategies:

- 1 Connect Main to Colorado through alleys and breezeways to create a great, multi-street downtown district.
- 2 Convert 4th and 5th back to 2 ways.
- 3 Utilize 7th, 9th, 12th to create a bike and pedestrian pathways between Downtown, CMU and River/Rail Dist.
- 4 Develop a 12th street Greenway connection to CMU with pedestrian/bike bridge.
- 5 Create a 2nd Street Promenade as a pathway from the Train Depot to Main Street.
- 6 Prioritize South and Ouray to create a east-west bike and pedestrian pathways.
- 7 Coordinate with CDOT on strategies for traffic calming and gateway signage along 5th St/Hwy 50 entering downtown.
- 8 Safety improvements for better and safer pedestrian and bike crossing on key intersections; 5th and South, 7th and South, Ute and 2nd, Pitkin and 2nd, and the roundabout at Main and 7th and all streets intersecting along Riverside Parkway.
- 9 Incorporate Art or an Artline as a wayfinding element to guide people from Main to the River.
- 10 Create wayfinding signage program aimed at bikes and pedestrians that includes ground level orientation and signage identifying specific distances to key destinations.

CONNECTIVITY: Pedestrian Connectivity Strategies

DOWNTOWN PEDESTRIAN CONNECTIVITY



Possible Future Bump-outs



Curb bulb-outs, also known as a curb extensions, are commonly installed at intersections (typically where on-street parking exists) to improve safety. By simply extending the curb and sidewalk into an on-street parking lane, bulb-outs increase pedestrian safety by decreasing the crossing distance and increasing visibility. In neighborhoods, bump-outs can often be built with paint only as an interim phase before installing curbs.



Signals for Safer crossing

There are several downtown intersections that do not meet CDOT "warrants" for a traffic light, but that pose major safety issues for bikes pedestrians, and cross traffic. Especially where high-speed streets like 5th, Ute and Pitkin cross low-speed streets like 2nd and South Street, safer intersection alternative should be explored as reinvestment occurs and pedestrian traffic increases in these areas.



Flashing Beacon Crossings

Flashing crosswalk beacons can greatly improve pedestrian and bike safety at key intersections that don't have stop lights. There is a particular need for this type of improvement where future bike and pedestrian trails cross Riverside Parkway.



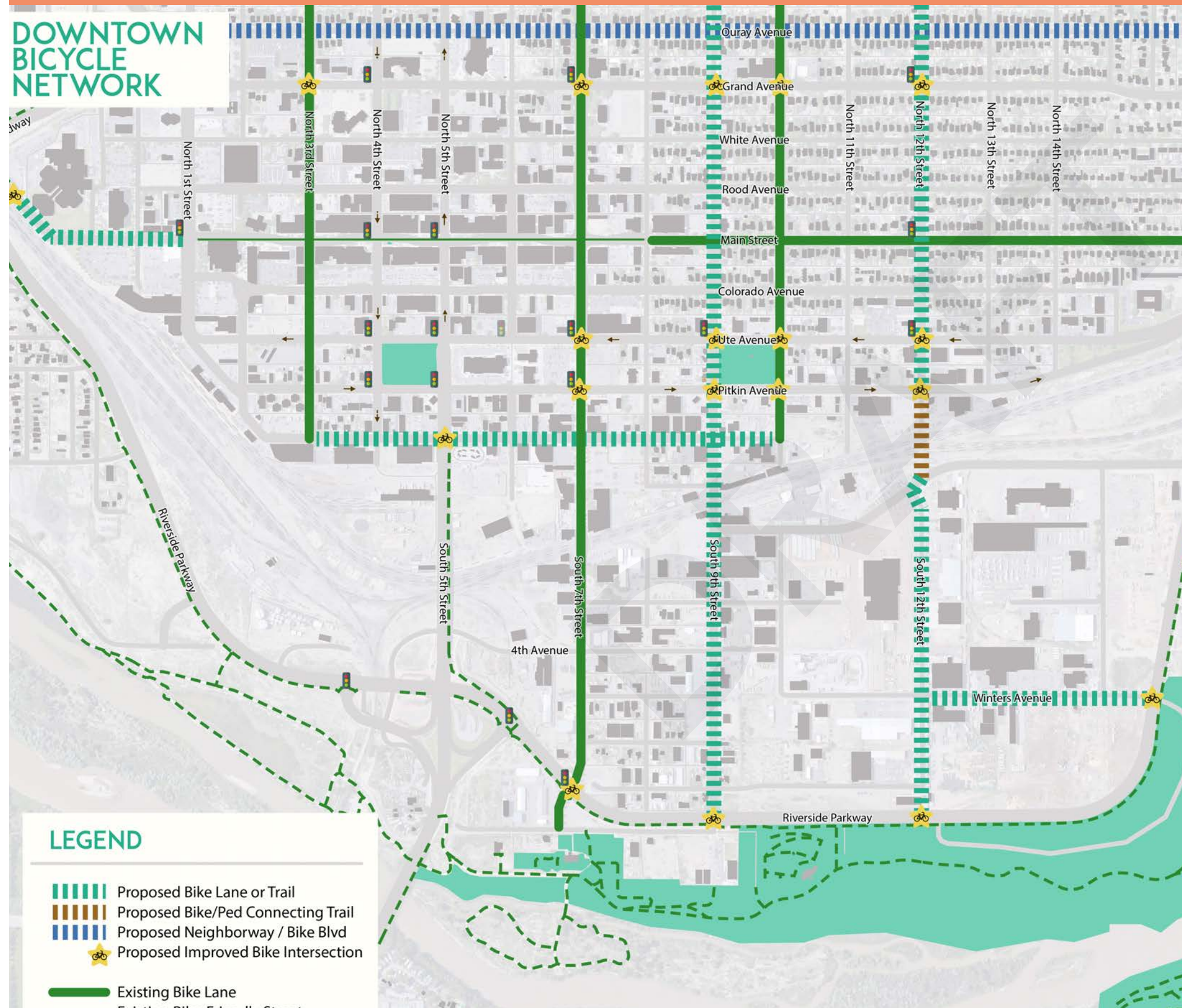
2nd Street Promenade

There is high pedestrian traffic between the train depot and Main Street hotels and businesses, without many options for safe or comfortable walking routes. A high quality pedestrian promenade along 2nd St would create a safe and vibrant district.

LEGEND

- Proposed New Sidewalks
- Proposed Bike/Ped Connecting Trail
- ✱ Crosswalk Needed
- ✱ Flashing Beacon Needed
- ✱ Candidate for Bump-Out
- ✱ New Bump-Out to be Installed Soon
- ✱ Existing Crosswalk

CONNECTIVITY: Bicycle Connectivity Strategies



Bike Boulevard On Ourey and South

A bicycle boulevard is a low-stress, low-speed, neighborhood street where bikes and cars can share the road. Rather than simply installing "share the road" signs, bike boulevards often feature traffic calming devices to lower speeds and prioritize bicycle traffic. They are especially fitting when placed on just a block or so away from high-speed, high-stress streets like Grand Avenue, offering bicyclists a safe alternative.



12th St Greenway

Over the long term, there is great interest in creating a low-stress, safe, and comfortable bike / pedestrian route on 12th St connecting CMU directly to the River and Rail Districts. This could include a possible bike/ped bridge over the rail yard at some point in the future.



9th St Bike Lanes

It's important to create multiple safe routes for bicyclists to ride between key destinations. The community has expressed a strong desire for bike lanes and sidewalks on 9th Street connecting the River and Rail Districts with the Downtown.



Bike Intersection Improvements

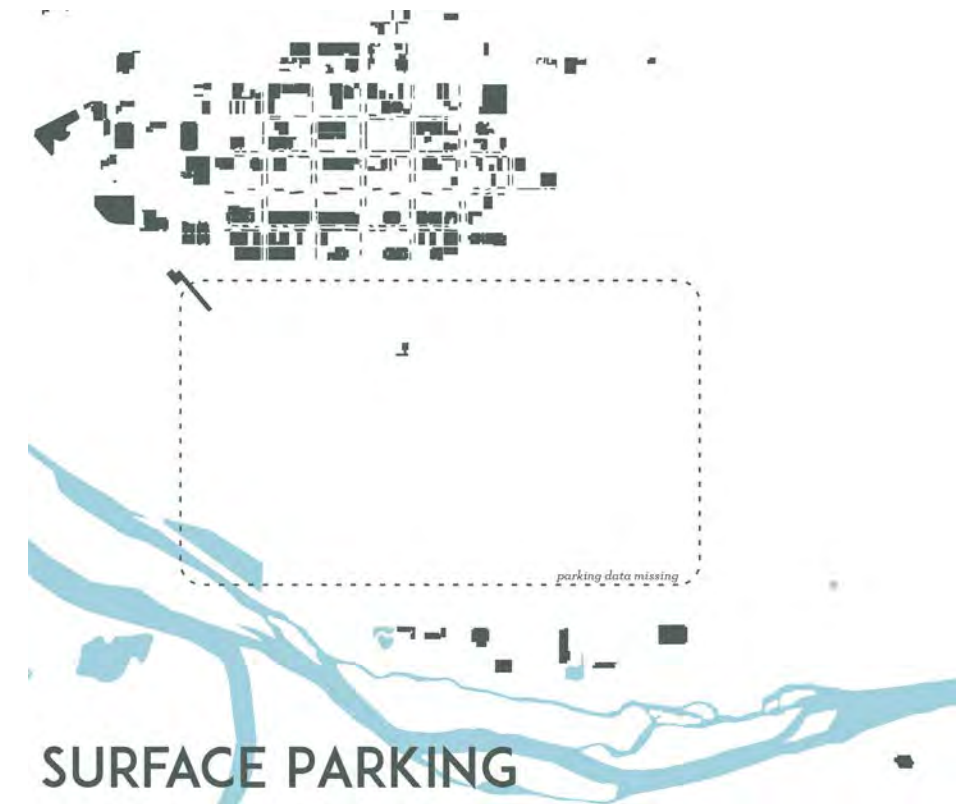
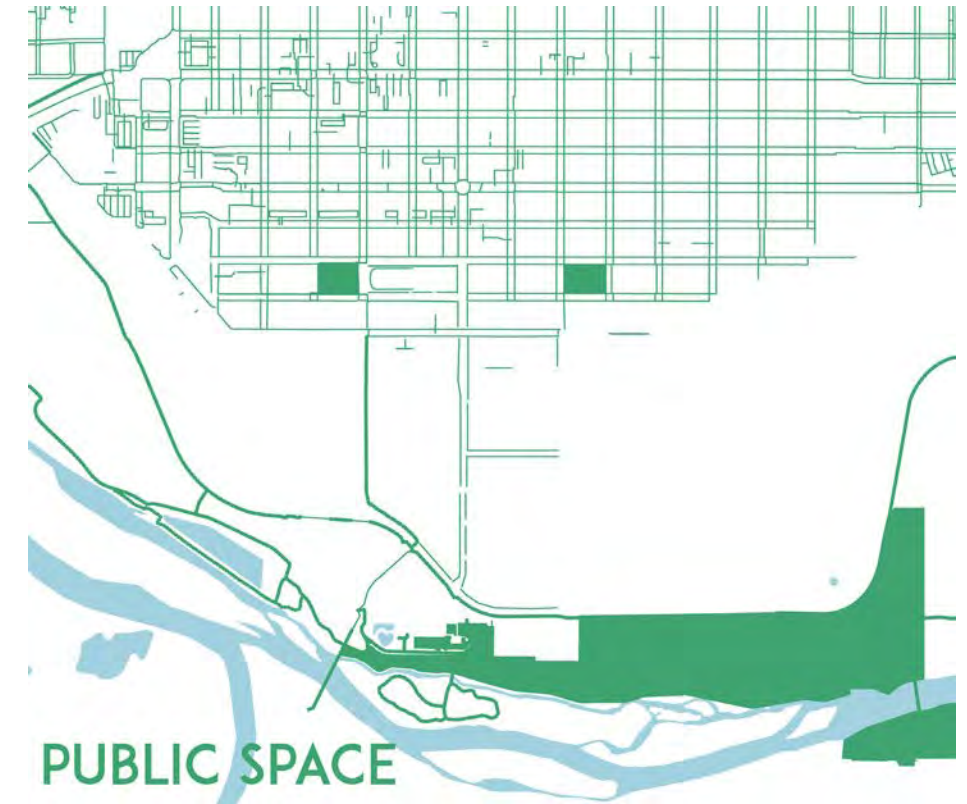
Improvements like green pavement markings and "bike boxes" can help to improve bike safety at intersections that see high bike traffic, or where bike safety has been an issue before. Flashing crossing beacons can also be used at some intersections, especially along Riverside Parkway.

CONNECTIVITY: What about Parking?

Parking. Downtowns need the right amount of parking, in the right places, to thrive. Too much parking takes up valuable space that could be generating revenue for downtown and instead creating voids that discourage the activated streets needed for a vibrant downtown. Insufficient parking can create traffic congestion and create challenges for accessing local businesses.

A parking study was initiated by the City in 2016 that shows that most lots are in downtown are under-utilized and on street parking is better utilized (below). Using this information, the design team feels comfortable that recommendations to develop on City-owned parking lots would not create a parking problem in downtown as any lost parking would be offset to a better utilization of existing lots.

The City has a history of tearing down buildings to create parking lots as a way of trying to capture shoppers looking for an shopping mall/ shopping park experience. Looking at the figure ground (left) shows a significant amount of downtown is dedicated to parking. This brings up a question of what type of downtown Grand Junction would like to be. Walkability, vibrancy, connectivity are difficult goals to achieve when the priority is put on providing parking. What draws people is a great downtown experience which results from great shops, restaurants and spaces in the downtown.



CONNECTIVITY: Perspective Images

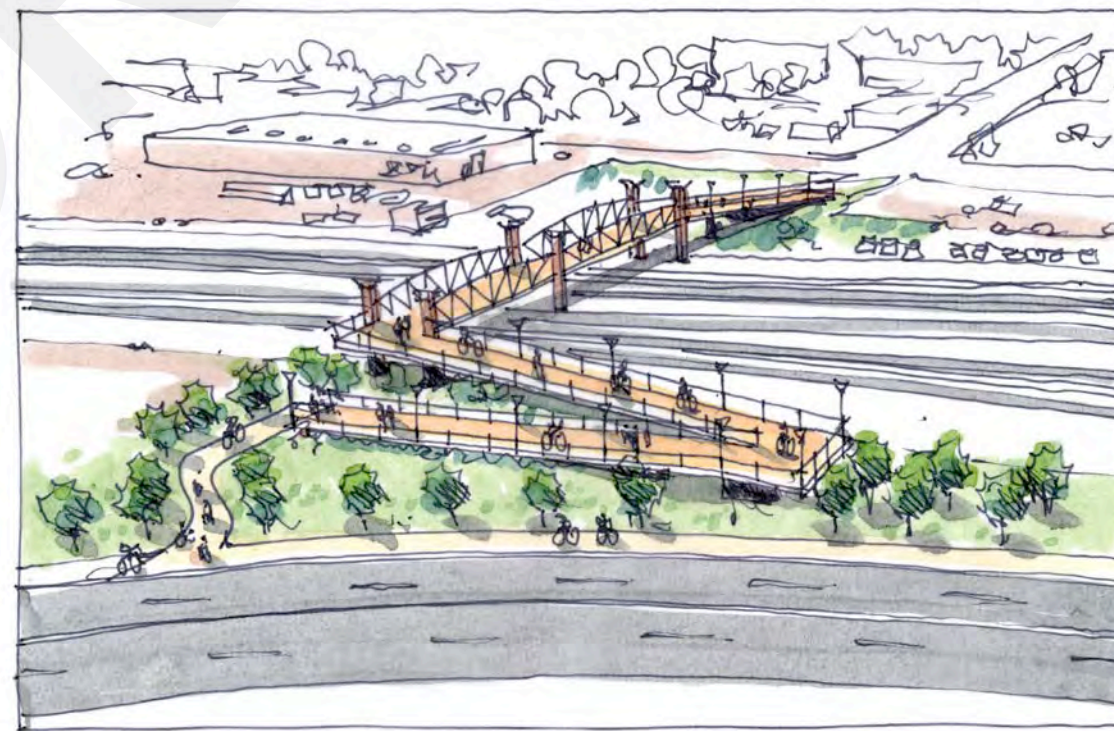


9th St Corridor.

9th Street is a great connection to the river with a lot of potential to provide a safe, walkable pathway. Many local residents stated this was a preferred connection the road features slower speeds and more convenient connections to the neighborhoods.

Streetscape infrastructure improvements could include curb and gutter, buffered bike lanes, sidewalks and art along the corridor.

Simple signage and wayfinding could be incorporated along either 7th or 9th as low cost community arts project that incorporates reused materials and highlights the history of Grand Junction.



12th Street Bridge.

One of the challenges of connecting downtown to the River is the railyards. The City of Grand Junction has continued to look for ways to create an at grade road connection along 12th street. Any easier and more cost effect method may be to build an elevated pedestrian-bicycle bridge to connect 12th Street for bikes and Pedestrains.

ACTIVATION AND PLACEMAKING:

Activate downtown at all times of day to create a safe, vibrant downtown

PLACEMAKING TEAM WORKSHOP GOALS

- Bring more, and different, people to downtown to activate the streets at most times of the day
- Increase business vitality and retail mix.
- Create more of a vibe in downtown by expanding the energy beyond Main Street to activate alleys and breezeways
- Connect Main Street to Colorado Avenue
- Increase the opportunities for public spaces to hang out downtown

DESIRED WORKSHOP OUTCOMES

- Explore concepts for enhancing downtown public spaces, including parks and streets
- Connect site specific designs for catalytic sites
- Identify opportunities for increased public spaces and events in the downtown.

WHAT IS PLACEMAKING?

Placemaking is a concept that interesting, interactive public spaces create thriving neighborhoods where people want to live. Placemaking can be creative, in that it leverages local arts and culture to highlight a community. It can be transformative in building character and quality of place that sparks reinvestment. It can also be low cost by looking at opportunities for small changes using minimal or reused materials. Anyone can be a placemaker; a business who builds a parklet in front of their store, a developer who adds a plaza with a park and cafe seating in their project, and community of artists that come together to paint a ground mural at an intersection.



Breezeways.



Wall Murals.



Flexible Event Space.



Found Spaces.



Interactive Art.



The Artline.



Lighting as Art.

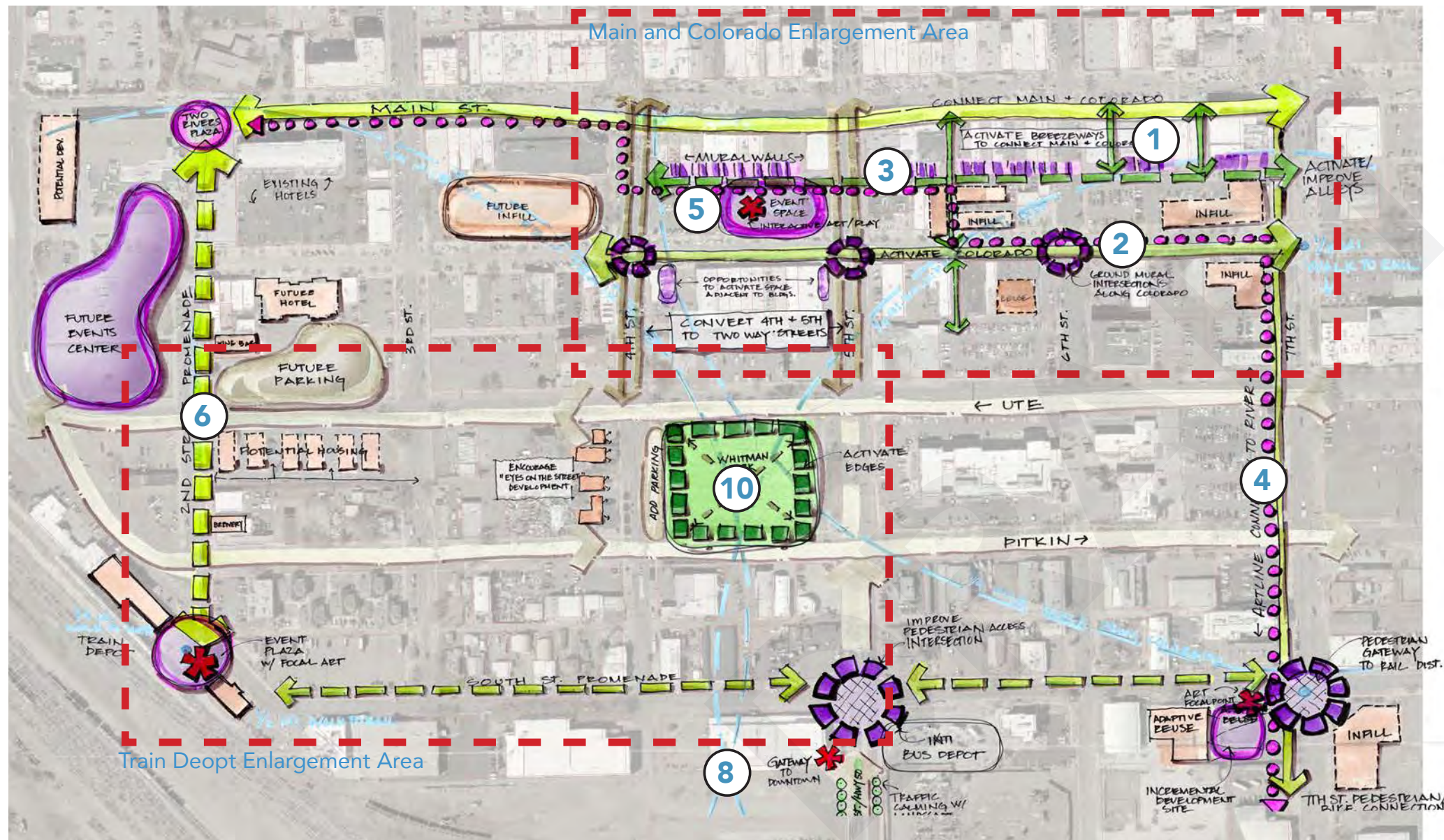


Building Activation.



Low Cost Placemaking.

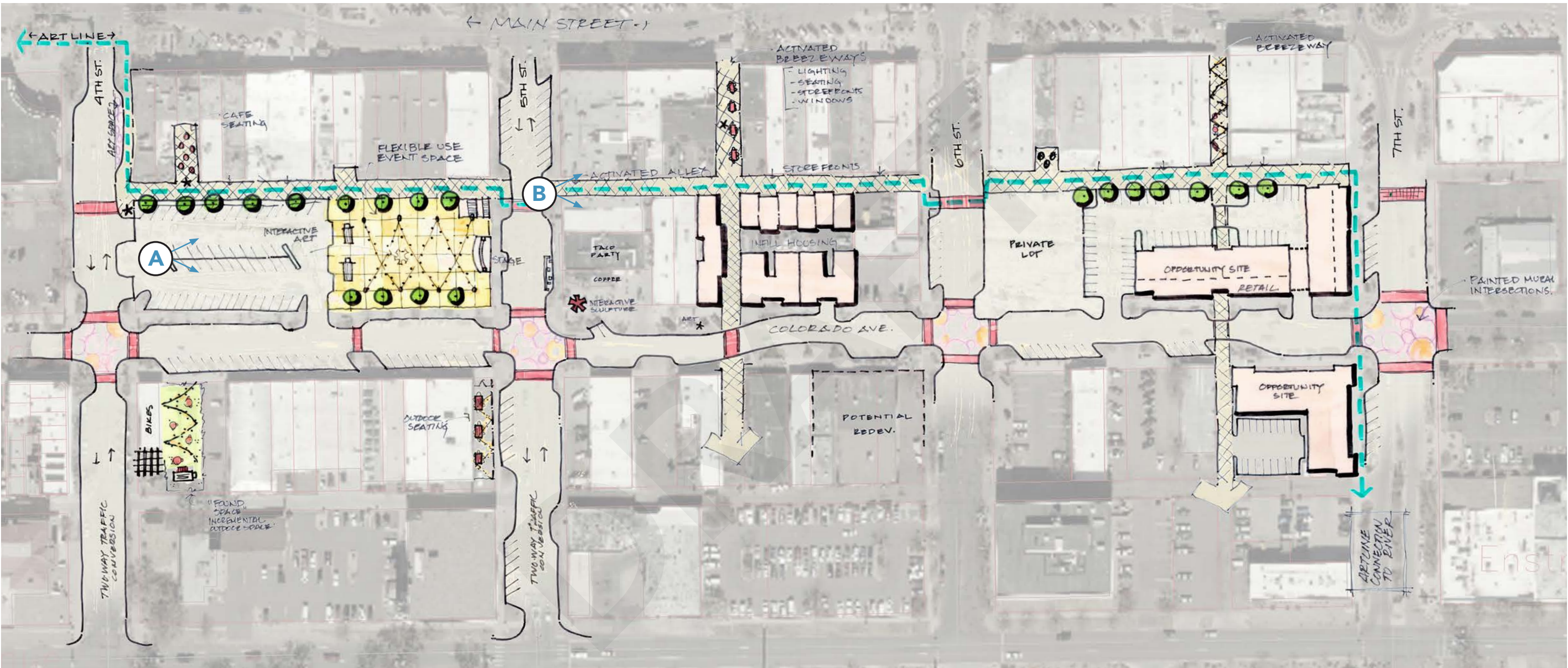
PLACEMAKING: Framework Strategies



Placemaking Strategies:

- 1 Activate alleys and breezeways between 5th and 7th to connect Main and Colorado
- 2 Create a 'street wall' of active frontage along Colorado.
- 3 Incorporate Murals along alley walls and street murals along Colorado at key streets and intersections.
- 4 Create an Artline concept connecting Main to River.
- 5 Build a flexible use space events plaza at 5th and Colorado as an adaptive community gathering space.
- 6 Create a 2nd Street Promenade from Two Rivers Plaza to a new plaza at the Train Depot, with art as a focal point.
- 7 Encourage local businesses to activate the street frontage through found space and niche parks. Incorporate opportunities for incremental Infill including food trucks.
- 8 Encourage building façade improvements such as lighting, opening windows/garage doors, signage, rooftop activation, wall murals, fencing, colors, Industrial 'chic' facelifts to buildings in the front, breezeways and along the alleys.
- 9 Identify locations for Signage, wayfinding, monuments.
- 10 Activate the edges of Whitman Park by encouraging development to front onto the park, incorporating parking along 4th and 5th as possible. Look at CPTED design strategies to increase 'eyes on the park'.

PLACEMAKING: Main Street and Colorado Connection



The streetscape along Colorado is a great streetscape and a continuation of the successes on Main. However, the ROW does not allow significant outdoor seating. Property owners can activate the vacant spaces adjacent to their lots (such as at Grass Roots Bike Shop) to provide places for respite along the street.

Local businesses have already put entrances at the back of their buildings to address the parking along Colorado. Incorporating wall murals, ground paving or ground murals will create an identity for the alleys. In addition, activating the breezeway connections through business entrances, cafe seating, art spaces, park spaces will enhance the permeability between Main and Colorado to create a vibrant, creative, active district. The concept of an art experience that draws people along Main, to Colorado and down to the river (Artline) could take many expressions; from poetry to signage to sculpture... anything that leads people on an exploration from one point to another.

There is a great frame to the street on the South side of Colorado, but the City parking lots along the north side do little to activate the street frontage and create 'vibe' in downtown. Targeting redevelopment at key locations and coordinating with the City on redevelopment of existing parking lots will help to create an active street frontage along this key section of Colorado as a part of the downtown experience.

PLACEMAKING: Perspective Images



A

Flexible Event Space.

Through public input, we learned there is a need for more spaces downtown for people of all ages to hang out. In addition, it is sometimes cumbersome to close Main for so many events each year.

The lot on 4th and Colorado would be an ideal, central location for a future event plaza that could be built incrementally. Initially just using the space during events, then in incorporating a ground mural and temporary seating options, and finally developing the plaza into an multi use event space with new safe-restrooms lighting, electrical, tents spaces and sculptural/interactive art pieces. Parking could be incorporated as a off-event use in any option, but could be phased out based on public demand.



B

Connect Main and Colorado by activating Alleys and Breezeways from 5th St. to 7th St.

Great downtowns are more than just great streets. They are a network of streets, spaces and buildings that work together. Expanding the energy of Main Street towards the emerging businesses along Colorado will capture a diverse set of shoppers. Infill development focused along Colorado Ave. will help to build a 'street wall' and activate the edge of the streetscape. New development should be encouraged to incorporate breezeways and alley connections.

Many Main Street business owners commented that the deep retail spaces are difficult to fill, so by activating the backs of the buildings with entrances businesses could share spaces, sub-divide to two separate businesses or expand their operations towards the backs of building.

The alleys could be defined through specialty paving, wall murals, overhead lighting, businesses with entrances from the back. The breezeways between the buildings provide a physical mid-block connections to Main and could be spaces for seating, garden and art. An naming or branding identity could be given to the alleys or the Artline idea could travel through the alleys to define them as a unique space.



PLACEMAKING: Perspective Images

A

2nd Street Promenade.

Connecting from the Train Deopt to the hotels on Main is an important goal for the downtown. This area is undergoing transformation with the significance of the Train Depot remodel, new hotels, future convention space and a new winery and brewery along 2nd street.

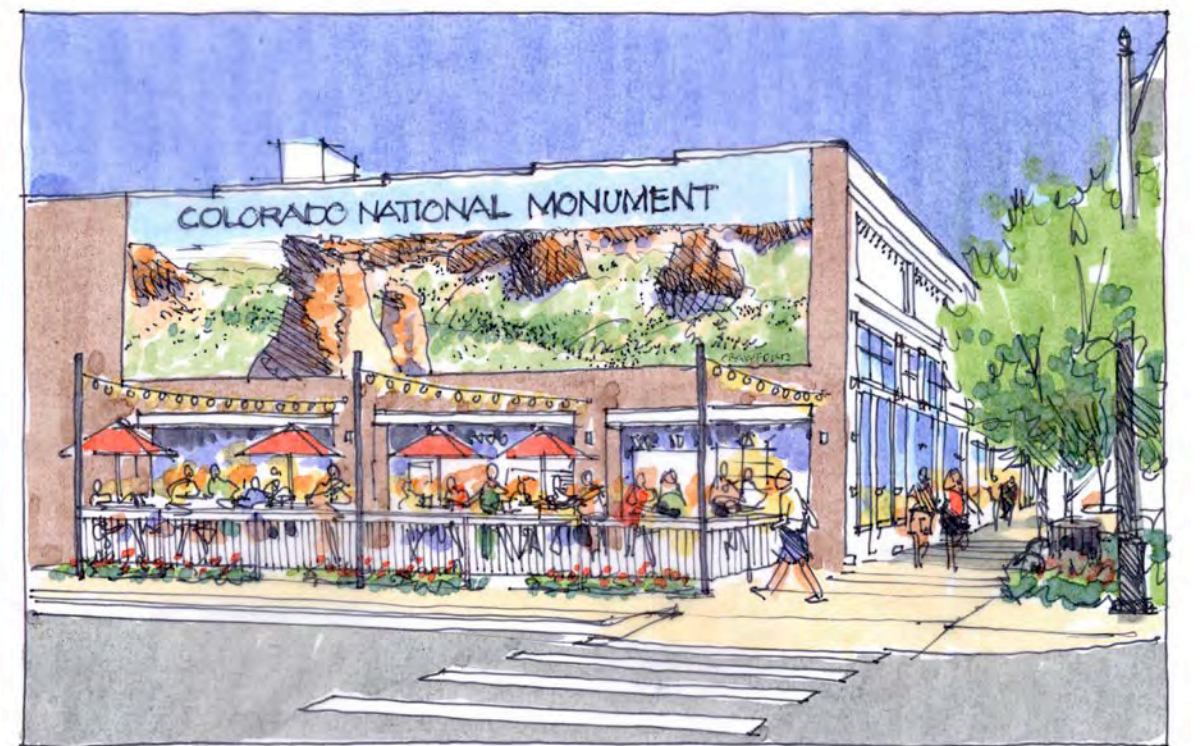
The current pavement area of 2nd St. is 60' curb to curb. Allowing for 12' lanes and 8' on street parallel parking as per existing, there is an additional 20' of road that could be dedicated to the public realm on the east side of 2nd street. This space could be better utilized to create a pedestrian promenade, with cafe seating for emerging restaurants and a safe, visible corridor inviting visitors and locals from the train station to the heart of Grand Junction.



Murals and Found Spaces.

There are many vacant spaces along Main and Colorado that could be captured by existing or future property owners as a way of activating the street.

This example demonstrates how a blank wall with no street activity can be activated through wall murals, garage doors, outdoor seating, lighting and landscape to create an engaging downtown experience.



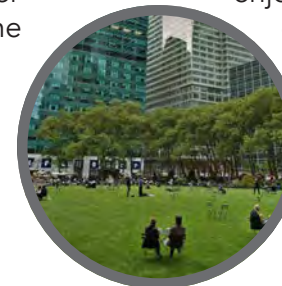
PLACEMAKING: Train Depot Area Enlargement



Train Depot and 2nd Street Promenade. The train depot was noted through public input as a favorite building in downtown. Redevelopment in the area, including future convention center and hotel plans, a new wine bar and future brewery make this an important destination in the downtown. Yet, accessing this area from downtown is both uncomfortable and confusing for local residents and visitors arriving to Grand Junction by train. The second street promenade provides a clear, comfortable and welcoming connection to Two Rivers Plaza and the number of hotels located along this portion on Main. CDOT will need to be coordinated with to address pedestrian and bike crossings at Ute and Pitkin along 2nd. A signal warrant study will be required to understand the impacts to traffic. We feel this is an obtainable goal and a strong compromise for mitigating the impacts of I-70B on the downtown.



Whitman Park. Whitman Park has long struggled to serve the downtown as a park should, for respite, enjoyment and relaxation. The perception that the park is enclosed by streets and is cut off from the city allows for the park to serve as a haven for socially unacceptable activities. Bryant Park in NY serves as an excellent example of how redesign to encourage visibility and a public-private partnership to oversee maintenance and a sense of ownership could transform the uses of the park. Whitman Park could explore a redesign that looks at activating the edges with parking, high branching trees lining the sidewalks at the edge, removing trees and visual obstructions from the center of the park and replacing with an active lawn with moveable chairs and encouraging development across the street to face towards the park. Critical to the success of any redesign effort will be addressing the nature of the roadways that surround the park to be more active and less of an island.



DOWNTOWN DEVELOPMENT:

Identify opportunities for infill development (retail, housing, office) in downtown and rail districts to activate the area.

DEVELOPMENT TEAM WORKSHOP GOALS

- Increase housing and retail opportunities in the downtown.
- Explore opportunity sites and truth the concepts with project feasibility analysis.
- Explore opportunities for adaptive reuse.

DESIRED WORKSHOP OUTCOMES

- Identify private investment inhibitors and how the DDA can help through the POD.
- Identify catalytic sites and help develop feasible plans.
- Develop strategies to attract private investment into downtown.
- Visualize market-feasible development typologies best suited for downtown.

WHAT IS INCREMENTAL DEVELOPMENT?

Incremental development is a more traditional model of city building where small investments of buildings and infrastructure are made over a long period of time (in contrast to the suburban building model with larger infrastructure and building investments over a short time).

WHAT IS ADAPTIVE REUSE?

Adaptive reuse is the process of repurposing buildings from their original purposes for different functions while at the same time retaining their historic features. The benefits of this lower infrastructure and construction costs, capitalizing on existing site locations and maintaining the character of a certain area. Adaptive reuse can be done through low cost reactivation of a site or maintaining portions of an existing building as a part of a large project.

WHAT IS MISSING MIDDLE HOUSING?

Missing Middle Housing is a range of multi-unit or clustered housing types that are compatible in scale with detached single-family homes. This provides more diverse and affordable housing options, such as duplexes, fourplexes, and bungalow courts, that fit seamlessly into low-rise walkable neighborhoods and support walkability, locally-serving retail, and public transportation options.



Incremental Development



Adaptive Reuse



Food Trucks to Food Halls



Missing Middle Housing



Mixed Use



Mid-rise Density



Interim Uses.

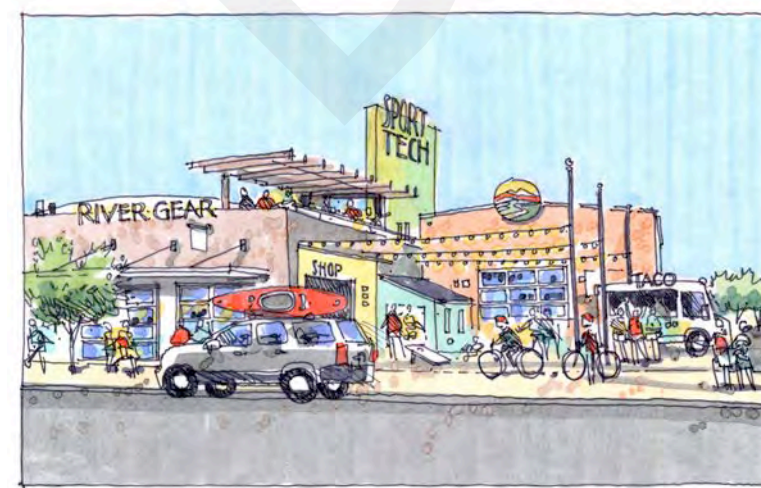


Urban Housing.



Vertical Mixed Use.

DOWNTOWN DEVELOPMENT: Adaptive Reuse, Intirum Uses and Incremental Opportunties



Redevelopment Strategies:

- Look at development typologies including middle housing for range of households and incomes.

Test market, prove rents, reassess

Test feasibility of development strategies
- Identify key adaptive reuse and interim use sites to kick-start redevelopment in the downtown.
- Identify Lower barriers to development including parking strategies that help feasibility of new construction.
- Encourage an adaptive reuse concept to expand food access in downtown including food truck to food halls and/or small local food market from local farmers.
- Identify partners for implementation.

Explore public/private partnerships

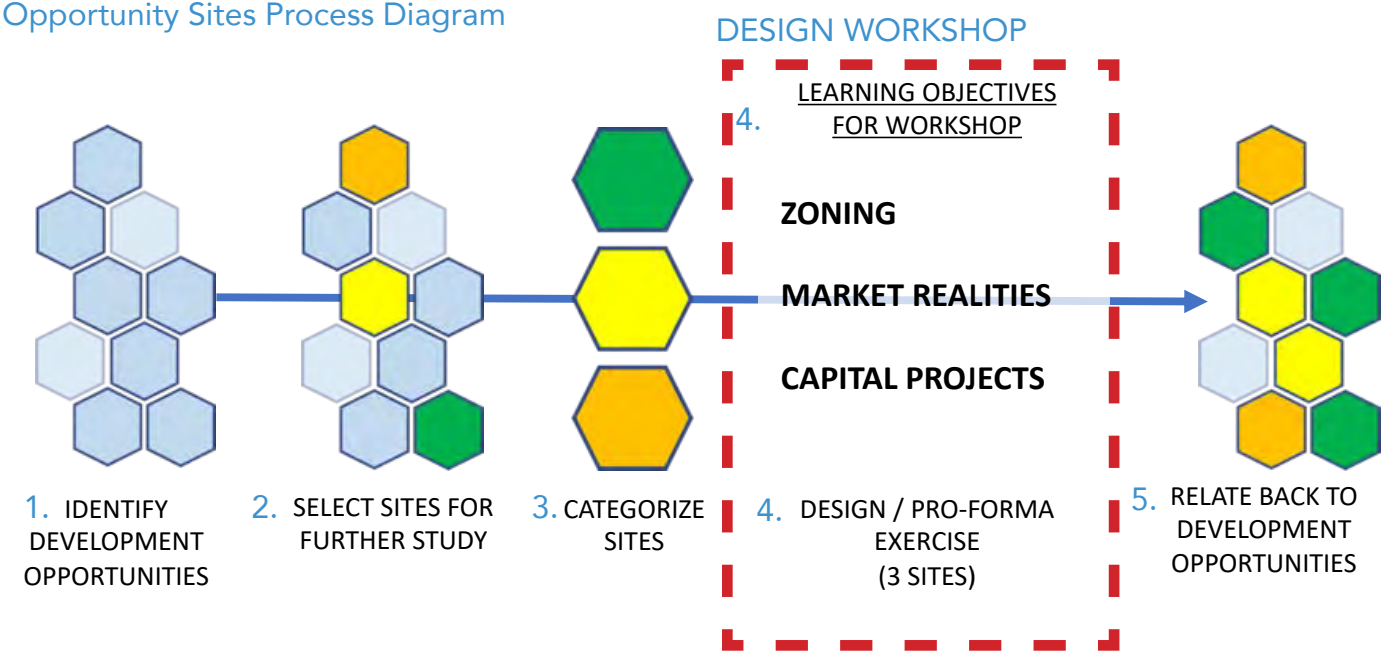
Build eco-systems of support for housing/commercial development opportunities (foundations/non-profits)

Adaptive re-use grant

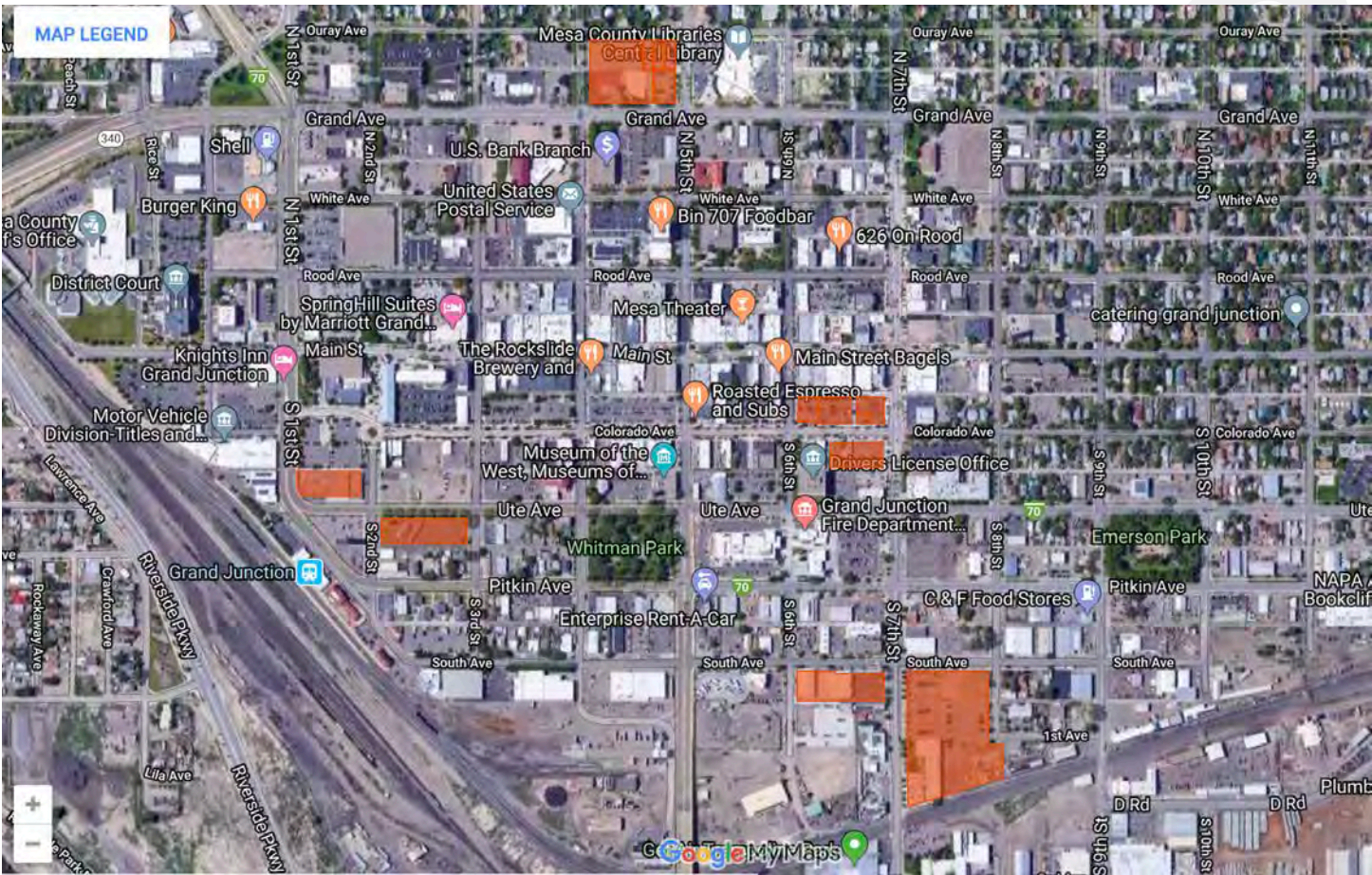
2 Illustrations of Potential Adaptive Reuse Sites. For Illustration only to show what Adaptive Reuse COULD look like in downtown.

DOWNTOWN DEVELOPMENT: Opportunity Sites Selection

Opportunity Sites Process Diagram



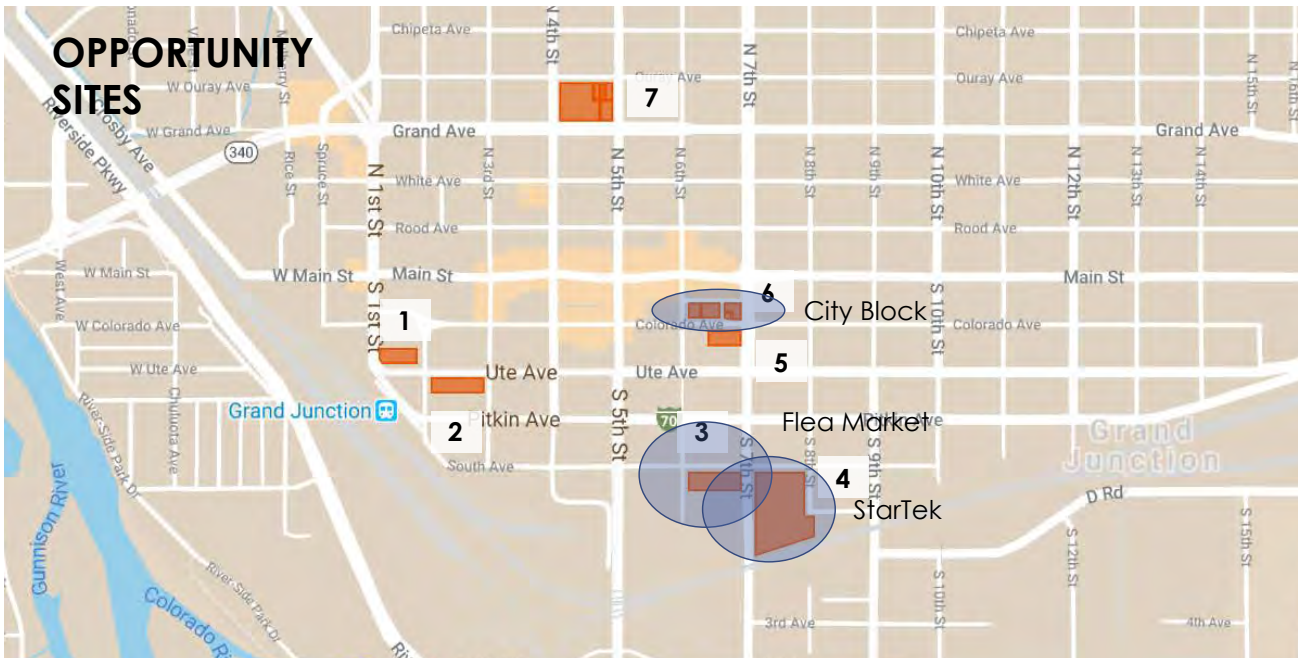
1. Identify Development Opportunities/2. Select Sites for further study.



3. Categorize Sites.

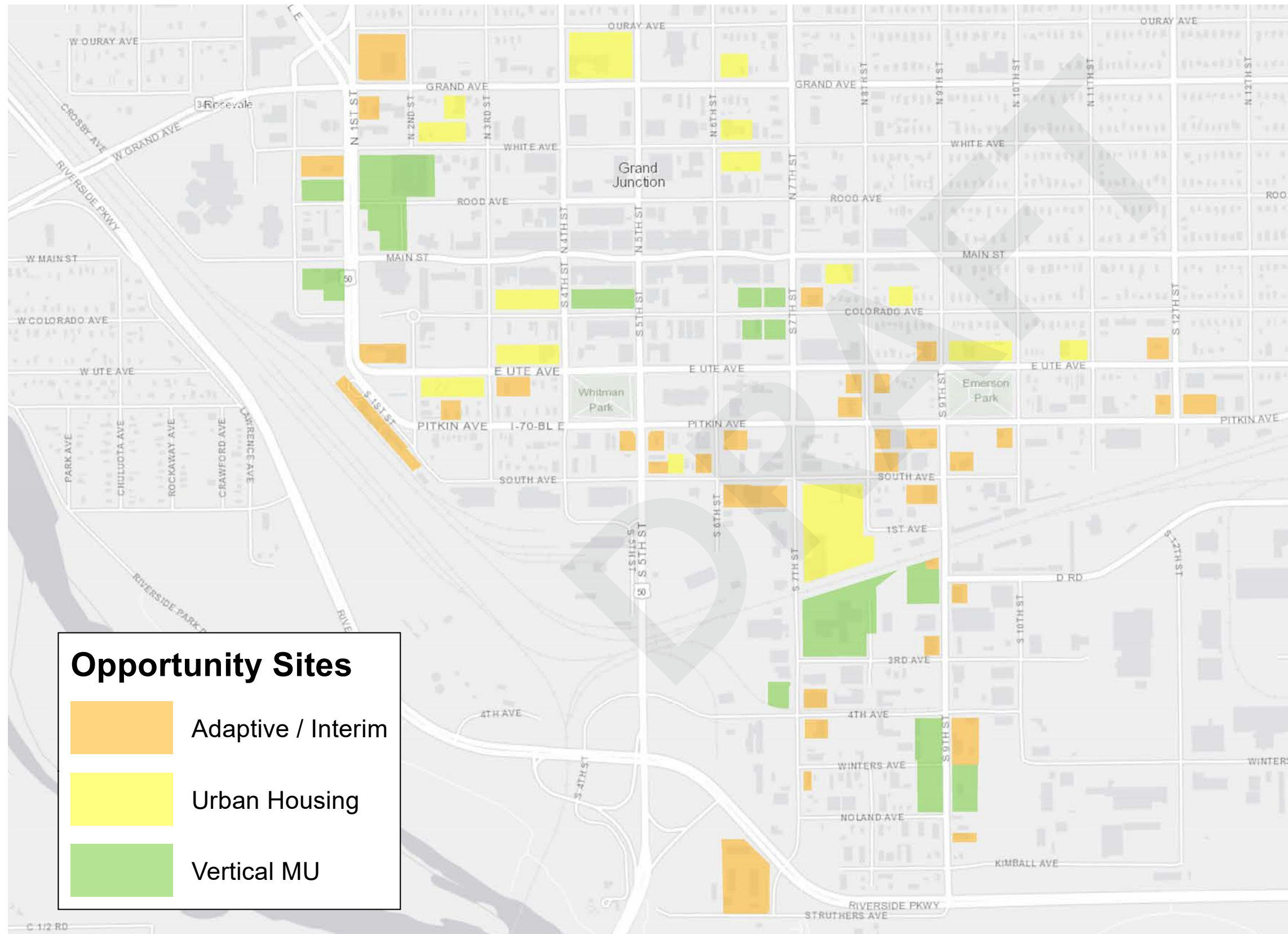
	VERTICAL MIXED USE	URBAN HOUSING	ADAPTIVE/ INCREMENTAL USE
Location:	Downtown core and commercial corridors Uses: Residential w/retail ground floor	Downtown areas without good commercial frontage, residential areas at edge of downtown	Edge of downtown core, railyards district, industrial areas
Uses:	Residential w/retail ground floor	Townhomes, cottage court, small apartment or condo buildings.	Food carts, micro-retail, live-work
Building Characteristics:	4-6 stories wood frame over 1 story of parking and/or retail or 3-4 stories all wood frame with small retail component	1-3 stories wood frame	good street-frontage, historic character, covered outdoor space (Re-Use) / Parking lots, gravel lots (incremental)
Lot Conditions	at least ½ acre, retail-friendly street frontage	at least 1/4 acre	at least 1/4 acre

4. Design/Pro Forma Exercise (Refer to following pages).



DOWNTOWN DEVELOPMENT: Opportunity Sites Application

5. Relate sites back to development opportunities.



Opportunity Sites Exploration. Prior to the workshop, the team explored background on the general land use and zoning characteristics of the DDA study area to understand the development typologies appropriate for opportunity sites in the downtown. Three development types were identified; adaptive reuse, vertical mixed use and urban housing.

The team also researched zoning district regulations, market conditions, and spatial attributes impacting the site to have an informed discussion with participants and provide a starting point for further refinement of opportunity site designs.

Based on the above information and a careful study of parcel ownership, meetings with stakeholders and conversations with property owners, the 20 initial potential opportunity sites were narrowed to 8 sites. During the design workshop, participants will be presented with these sites and were asked to identify three sites for further study over the following workshop days. The three sites selected were (1) The Flea Market Site, (2) The City owned parking lot at 7th and Colorado, and (3) The StarTek Site which are explored in more detail on the following pages.

The intent of these opportunity sites is to explore development potential for downtown and truth the ideas within the current market so the recommendations for the Plan and Development are realistic and achievable. This also allows for the team to identify roadblocks to development and identify ways in which the Plan of Development can offer recommendations for creating a more development friendly downtown as well as identify partnerships for success. These ideas are merely conceptual and could be applied to a broad range of sites within the downtown in addition to the specific opportunity site selected.

DOWNTOWN DEVELOPMENT

Opportunity Site - Flea Market- Adaptive Reuse



Conceptual Mobile Vendor & Food Hall Site Plan

Address: 515 S 7TH ST
Owner: SOUTH AVENUE INVESTMENTS LLC
Zoning: C-2 (Commercial Corridor)
Size: 1.31 Acres (57,000 Sqft)



Artist conceptual rendering of vendors and food hall

Flea Market Site

The Flea Market site is a 1.3acre parcel located at S. 7th St. and South Ave. It is zoned C-2 (general commercial) with a commercial corridor overlay. It features an existing 14,000 square foot industrial building as well as a large paved surface parking lot. This corner site is a prime development opportunity that is ideally located at the edge of the downtown core along a stretch of S. 7th that recently received significant public investment in the form of a streetscape treatment.

WHAT WE LEARNED...

Concept can be applied broadly– many underutilized parcels throughout downtown GJ (and beyond)

Lower barriers to entry for local entrepreneurs - lower rents

Food carts on a vacant lot 1/10 cost of ground up retail

Opportunity to expand food access

Cultivate future brick and mortar tenants

Work with business owners to become future owners of brick and mortar buildings through seller-financing.

Clustering spurs innovation and creates regional destination.

DOWNTOWN DEVELOPMENT

Opportunity Site - Flea Market- Adaptive Reuse

Mobile Vendor Pod Implementation Strategies

1. Keep it simple: use a lean startup model
2. Start with a pilot project that happens once or twice a month.
3. Find community champions.
4. Keeps things real and funky. Unnecessary to be slick and over-designed.
5. Consider some permanent vendors that are not food related.
6. Use success to educate about the power of local retail clustering.
7. Know your market. The community must own and drive this.
8. Vendor pods complement rather than compete with other retail and restaurants.
9. Vendors do not only have to be outside but can cluster under a single roof .
10. Expect to vendor pod to spur permanent real estate activity.

Good Mobile Vendor Pod Locations:

Commercial corridors
Empty parking lots
Underused parcels
Adjacent to existing businesses
Close to event centers/campuses

Functional Considerations:

- Restrooms
- portable or more permanent
- Water
- Pod owner can provide tap with multi-unit adaptor.
 - Vendor brings own water,
 - Waste water is regulated in the same manner as restaurants
- Food Preparation
- shared commissary kitchen or certified home kitchen
- Waste Disposal
- On-site dumpster or haul-away service
- Electricity
- truck generator or provided on-site by lot owner and included as part of rent



POLICY RECOMMENDATIONS

Regulatory Recommendations:

Reduce Parking Requirements. South 7th St. is a key multi-modal corridor connecting the downtown core with the new Las Colonias development and the Colorado River. While there is clearly an intent to bring new development and interesting uses to this corridor, parking requirements and limitations on what is allowed in the C-2 zone make reuse of this site all but impossible.

Allowing a sizable site to be used by multiple, individual businesses is a way to lower costs to small, local businesses. *The current municipal code does not allow for vendors to cluster.*

Change code to allow:

- allow vendors to cluster
- no required distance separation of clustered vendor pods.
- eliminate mobile vendor parking requirements
- allow a range of vendor types (truck, carts, clothing, double decker bus)
- allow mobile vendors to stay in place for extended periods of time

Market Insights

Local Business. Attracting large established business with well paid jobs is an economic strategy is the current focus of the Las Colonias Park project. Rather than competing with these current efforts, an alternate strategy can be employed along 7th that looks to extend the local small business atmosphere currently seen on Main to the 7th St. Corridor.

This can be accomplished by removing restrictive regulations that make small business startups difficult and allow them to cluster to create a larger entity. An example is when multiple vendors come together under one roof to offer food and wares, effectively creating a larger grocery store. The butcher, florist, baker, and dry goods vendors act as individual entities yet partner together visually and legally providing food access for downtown residents. The outdoor vendors are provided even less expensive space but create the visual interest and products for folks to sit and gather.

DOWNTOWN DEVELOPMENT Opportunity Site - City Parking Lot- Vertical Mixed Use- Urban Housing



Conceptual Site Plan

Address: 628 COLORADO AVE
Owner: CITY OF GRAND JUNCTION
Zoning: B-2 (Core CBD Overlay)
Size: 0.84 Acres (36,000 Sqft)



Conceptual Birds Eye - view looking northwest

City-Owned Parking at 7th & Colorado

The city-owned site at 7th and Colorado is an ideal candidate for more intense mixed-use infill development. This can take the form of a traditional development model or, with the site already in public ownership, a public-private partnership.

WHAT WE LEARNED...

B-2 zone is extremely flexible

No parking required (with caveats)

Market does not support structured or underground parking

With construction costs escalating 30% per year, new construction may be feasible at 120% of AMI

Potentially streamline permitting / reduce plan review in certain situations

Public participation may be required to get initial projects off the ground

Public-Private Partnerships should require downtown-supportive outcomes (workforce housing, lower on-site parking standards, street-activating uses and building forms)

DOWNTOWN DEVELOPMENT

Opportunity Site - City Parking Lot - Vertical Mixed Use- Urban Housing

Project Feasibility: As Traditional Development Model

Total Site Area: Approx. 36,000 sf
Current Use: Parking, 80+ spaces

Development Program:

- Public-Private Partnership: 12% IRR
- Mixed Use - 4 over 1
- 95 Residential Units; 12 Jobs Created
- Residential / Retail Mix: 87% / 13%
- Residential / Retail Mix: 67,000 sf / 10,000 sf

Costs:

- Land: \$259,200 (\$7.20/sf)
- Hard Costs: \$200 residential; \$190 retail
- Soft Costs: 19% of project total
- Parking: \$2,000 surface; \$12,000 tuck-under
- Project Total Cost: \$19.88M

Revenue:

- Residential Schedule:
- Mix of Studio, 1 Bedroom, and 2 Bedroom Units
- Average Unit Size: 640 sf
- Size Range: 400-850 sf
- **Blended Average Rate: \$1,631 / mo.**
- **(124% of Area Median Income)**

- Retail Lease Rate: \$30 / SF / YR, Triple Net

Parking Ratios:

- Residential: 0.50 spaces per unit
- Retail: 1 space per 1,000 sf
- Total Parking Spaces: 54

Project Feasibility: Public-Private Partnership

Total Site Area: Approx. 36,000 sf
Current Use: Parking, 80+ spaces

Development Program:

Private Market: 8% IRR
Mixed Use - 4 over 1
95 Residential Units; 12 Jobs Created
Residential / Retail Mix: 87% / 13%
Residential / Retail Mix: 67,000 sf / 10,000 sf

Costs:

Land: \$0 (negotiate delayed payback)
Hard Costs: \$200 residential; \$190 retail
Soft Costs: 19% of project total
Parking: \$2,000 surface; \$12,000 tuck-under
Project Total Cost: \$19.6M

Revenue:

Residential Schedule:
Mix of Studio, 1, 2, and 3 Bedroom Units
Average Unit Size: 640 sf
Size Range: 400-850 sf
Blended Average Rate: \$1,237 / mo.
(94% of Area Median Income)*

Retail Lease Rate: \$30 / SF / YR, Triple Net

Parking Ratios:

Residential: 0.50 spaces per unit
Retail: 1 space per 1,000 sf
Total Parking Spaces: 54

* Development costs offset by city writing down land coupled with DDA contribution.
Total assumed subsidy: \$760,000

POLICY RECOMMENDATIONS

Regulatory Recommendations:

Reduce Complexity. Complex zoning ordinances make it more difficult for developers and adjacent users to understand and derive certainty from land use regulations. Consider reducing complexity of downtown zone standards by consolidating the two downtown overlays (Greater Downtown and Greater Downtown Core) into a single overlay or by baking those design standards into the B-2 base zone standards.

Clarify Off-Street Parking Requirements. To a first-time reader of the Grand Junction zoning ordinance, it would appear that the B-2 zone requires off-street parking. However, off street parking requirements can be waived in certain cases provided there is adequate public parking within a certain distance of a project subject to the discretion of City staff. This policy is opaque and creates uncertainty for developers. Consider stating this policy explicitly or consider allowing reduced parking requirements in the B-2 zone by right.

Reduce Impact Fees. Impact fees are an important tool for cities to recoup needed resources for parks, roadway maintenance, water and sewer infrastructure. One strategy to encourage certain types of development is impact fee waivers. Many communities use impact fee waivers for centrally-located areas based on the rationale that development in these locations has a lesser impact on infrastructure than new development in greenfield locations. Given high construction costs in the region and an unproven market for vertical mixed use in downtown Grand Junction, impact fee waivers, particularly for transportation and parks, could help some projects come to fruition.

Market Insights

Parking. Since the market is unlikely to support structured or underground parking in the near term, surface or tuck-under parking is the only format that currently pencils. In creating a development concept for the 7th & Colorado site, it was determined that there is a functional limit to the amount of surface parking that can reasonably be provided on most sites while still allowing for an urban building form. That functional limit is roughly .5 spaces per unit and 1 space per 1,000 square feet of commercial area. This significantly less than what code requires for most uses in Grand Junction.

Affordability. At nearly \$200 per square foot, construction costs in Grand Junction are very high and continue to escalate. Based on this, new market-rate construction in Downtown GJ may only be feasible if it targets those earning 120% or more of area median income (AMI). This implies rents of just over \$1,400 per month for a typical one-bedroom apartment.

Public Participation. Given the relatively high rents needed to make market rate vertical mixed use feasible, public participation in downtown projects will be critical to producing downtown-supportive outcomes. The City of Grand Junction should transfer this project site into Downtown Development Authority ownership. Other significant land holdings in the downtown core should also be leveraged to reduce developer costs in return for workforce and affordable housing.

DOWNTOWN DEVELOPMENT Opportunity Site - StarTek- Adaptive Reuse- Vertical Mixed Use- Urban Housing



Conceptual Site Plan

Address: 630 SOUTH 7TH ST
 Owner: LOJO PARTNERSHIP, LLC
 Zoning: C-2 (Commercial Corridor)
 Size: 5.25 Acres (228,895 Sqft)



Conceptual Birds Eye - view looking southeast

StarTek Site

The former StarTek site is a 5.25 acre parcel located at S. 7th St. and South Ave. It is zoned C-2 (general commercial) with a commercial corridor overlay. It features an existing 50,000 square foot industrial building as well as several large surface parking lots and an undeveloped area formerly occupied by several older structures which have since been demolished. This large site is a prime development opportunity that is ideally located at the edge of the downtown core along a stretch of S. 7th that recently received significant public investment in the form of a streetscape treatment.

WHAT WE LEARNED...

Having low-cost industrial building offers opportunity for creative adaptive reuses

Parcels are largely shovel ready - require minimal site improvements to start development

C-2 zone parking requirements restrict feasibility - needs to be reduced

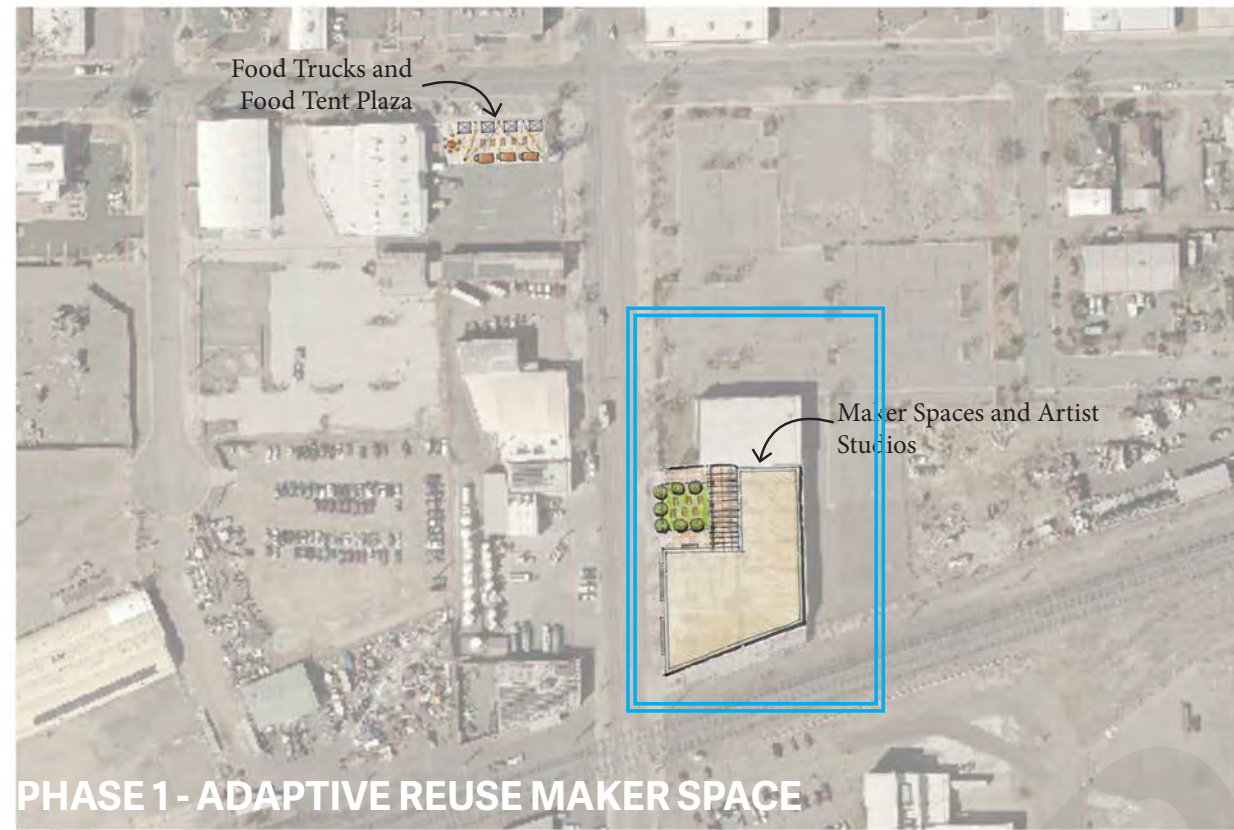
Market does not support structured or underground parking

Functional parking minimums for high density - .5 spaces per unit, 1 space per 1,000sf commercial

With construction costs escalating 30% over the last few years. New construction may be feasible at 120% of AMI

Potentially streamline permitting / reduce plan review for downtown housing development projects.

DOWNTOWN DEVELOPMENT Opportunity Site - StarTek- Adaptive Reuse- Vertical Mixed Use- Urban Housing



Phase 1 looks at an adaptive reuse option for the existing industrial building to activate this section of 7th Ave by bringing small, reasonably affordable space for makers.

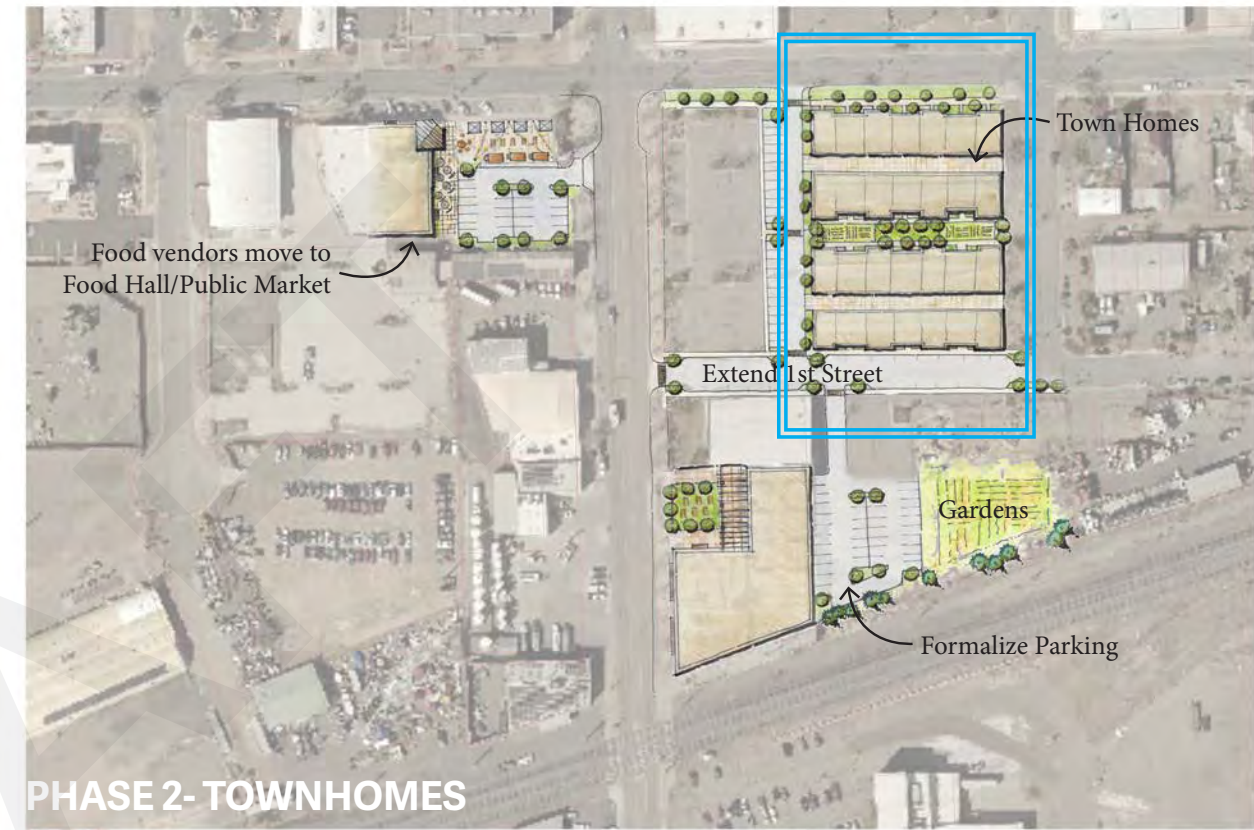
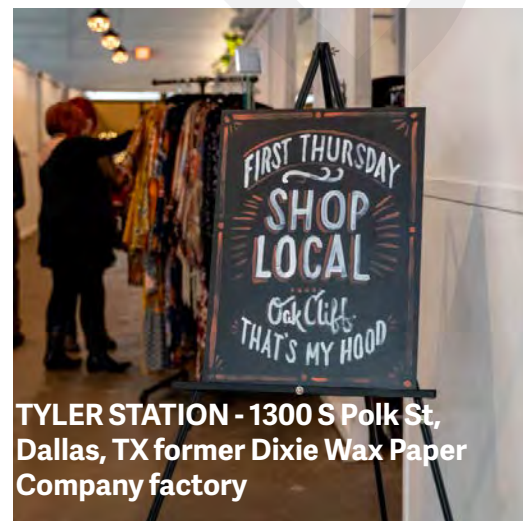
Makers are people who take risks to start their own small business dedicated to creating and selling self-made products. Makers can be found in fields ranging from food to crafts to technology and include amateur scientific equipment, nano-brewers/ experimental winemakers, cosmetics, and tool making and they need cheap rent.

From a development perspective, these spaces should be small in order to generate low overhead, yet scalable to meet needs and accommodate growth in the business.

The space should also allow for communal activities including food and drink options for the business owners but also those passing by from the general public.

The re-use should also include shared meeting space, similar to that seen in co-working spaces that can be used as needed.

Offering a variety of options is positive to the downtown as a whole by diversifying destination options.



Part of the overall development strategy is to subdivide and parcelize the large 5+ acre lot into distinct manageable pieces. this will allow the development to adapt to changing market conditions while also providing multiple opportunities for an exit strategy .

Individual pieces of the overall site can either be undertaken by one developer or multiple developers, each with their own focus.

After the reuse of the existing StarTek building. A next phase of development may be for sale townhomes. Ultimately, an extension of 1st street through to 7th is desired. This may come in the form of partial extensions as development occurs.

The 28 townhomes as drawn are alley parked with some townhomes facing a central greenway with townhomes at the edge fronting onto the public streets.

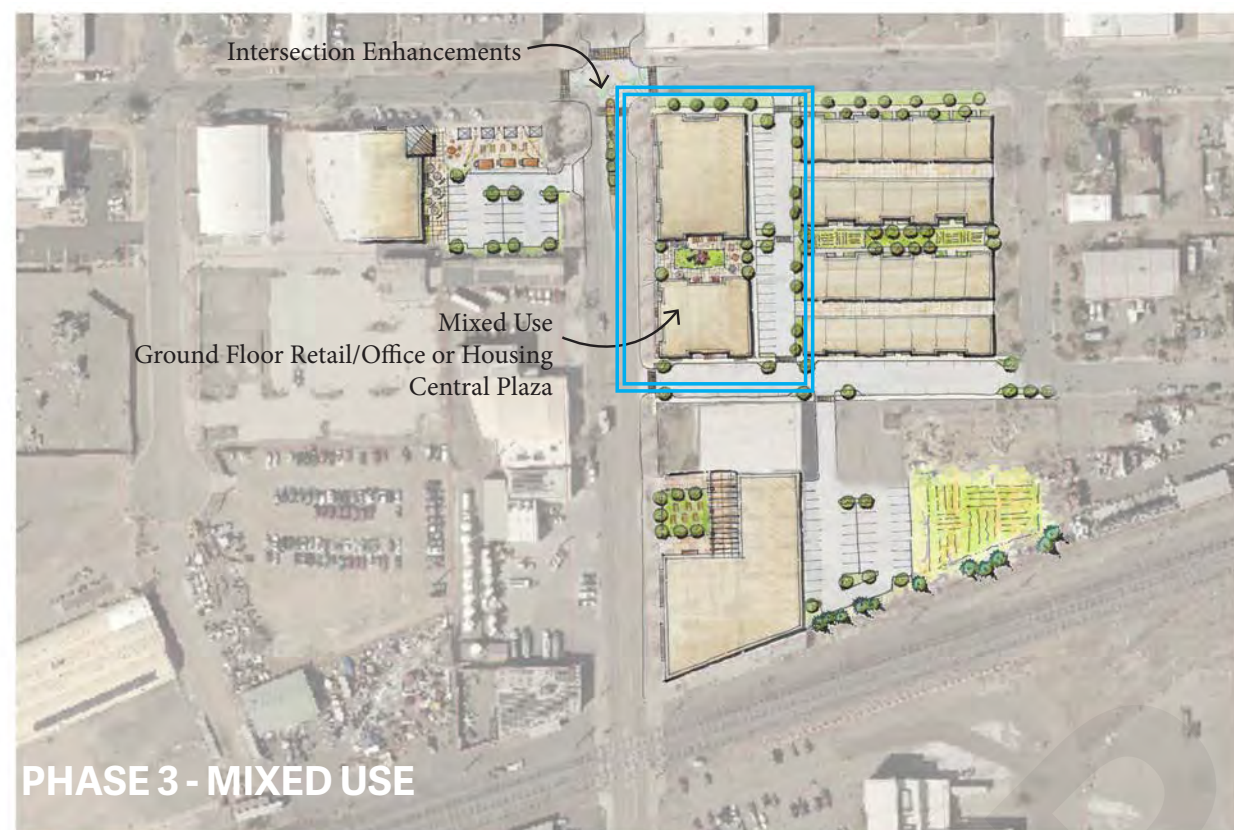
TOWNHOME PROFORMA:

Sales Price per Unit: \$330,000
Each unit: 3 bedroom, 1,200 sf
1,500 sf parcel per unit

Total Development Costs (per 4): \$1.2M
Total lot size: 6,000 sf
Total lot cost: \$90,000
Hard costs: \$166 per sf
Soft costs: 21% of total (\$248,000)
Parking costs: 5% of total (\$90,000)

Project rate of return: 10%

DOWNTOWN DEVELOPMENT Opportunity Site - StarTek- Adaptive Reuse- Vertical Mixed Use- Urban Housing



As activity, services, and amenities expand in the area so will demand for additional downtown housing.

As demand increases and downtown housing prices and rents are determined, this creates opportunity for more intense development types such as mixed-use.

The previous phase of townhomes will drive value into the subsequent mixed-use development type

Mixed-use buildings are more costly to build due to the bottom floor needing to support the weight of the multiple floors above. Included in this is the need for additional fire-proofing methods and American with Disability Act (ADA) accessible features, mainly an elevator.

As drawn, the site plan and proforma consider two mixed-use building with a central courtyard, mainly surface parked.

MIXED-USE PROFORMA (2 buildings):

Average rent per Unit: \$1,585 (\$1,100-1875)

Average unit size: 610sf (400-850sf)

Total Development Costs: \$17.5M

Total lot size: 40,600 sf

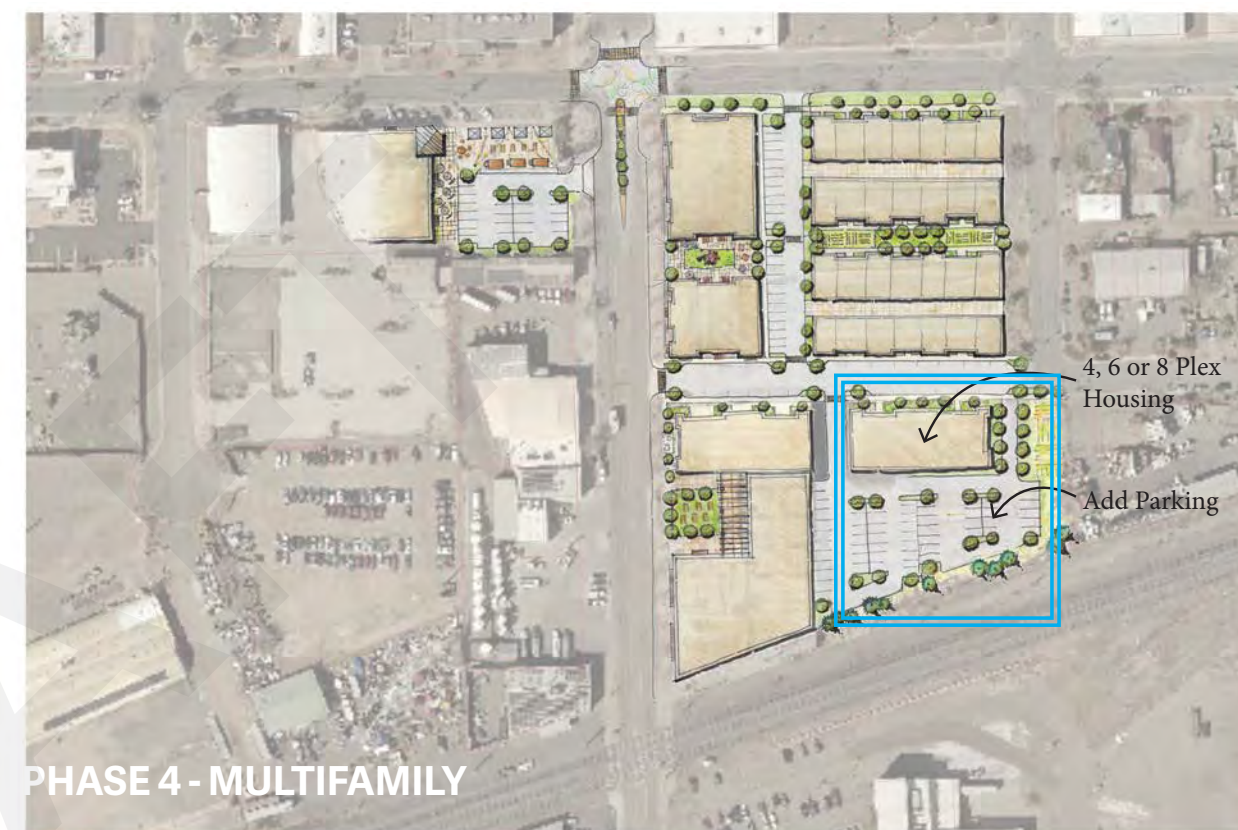
Total lot cost: \$609,000

Hard costs: \$190 per sf

Soft costs: 19% of total (\$3.25M)

Parking costs: 1% of total (\$102,000)

Project internal rate of return (IRR): 12%



Additional opportunities for rental housing can be implemented in the form of wood frame walkups. These can be two to three story structures with over-under units, or stacked flats.

As drawn, these unit types appear in Phase 4 but could just as well be absorbed as a Phase 2. Some consideration will have to be made for constructing some type of sound barrier or buffer from the railroad. Parking the space between housing and the railroad makes the most sense as it can serve both the adaptive reuse and housing while allowing for some distance to reduce noise and vibration for the residents.

These walkup structures should primarily front onto the 1st street extension and face the townhomes across the street.

4-PLEX PROFORMA:

Average rent per Unit: \$1,675

Average unit size: 725sf (600/850sf)

Total Development Costs: \$770,000

Total lot size: 5,000 sf

Total lot cost: \$75,000

Hard costs: \$150 per sf

Soft costs: 22% of total (\$170,000)

Parking costs: 5% of total (\$8,000)

Project internal rate of return (IRR): 12%

Regulatory Recommendations:

Reduce Parking Requirements. South 7th St. is a key multimodal corridor connecting the downtown core with the new Las Colonias development and the Colorado River. While there is clearly an intent to bring new urban development to this corridor, parking requirements in the C-2 zone make this all but impossible. Currently, city code requires developers to provide parking in excess of what an urban-style building with surface parking could accommodate. As the market is unlikely to support structured or underground parking in the near term, the result is suburban-style development with large surface parking lots or, as is more likely the case, a lack of development activity all together.

Market Insights

Multiple Developers. A development project of this nature can be undertaken by a large development firm that can handle the complexities of the various types (adaptive reuse, townhomes, multifamily, and mixed-use). Another option is for the land owner to act as master developer to collaborate with smaller developers that focus on certain development types.

The master developer is likely to be involved in much of the upfront development agreement and master planning for the overall site. This includes due diligence, market studies, agency/municipal entitlements and environmental documentation.

The phasing of the site allows less costly development types to prove the market rents thereby driving value into later phases. More expensive development types that command higher rents ought to come later in order to capture increased desirability as well as demonstrate a more favorable context for bank underwriting of construction loans.



THE GREEDY
DEVELOPER
- "ALL SURFACE
PARKED"

THE STARRY-EYED
PLANNER
- "HIDE ALL PARKING
UNDERGROUND"

WORKABLE SOLUTION
- REDUCE PARKING,
USE TUCK-UNDER +
SURFACE

C2 + Commercial Corridor Overlay

3 over 1 mixed-use w/ restaurant

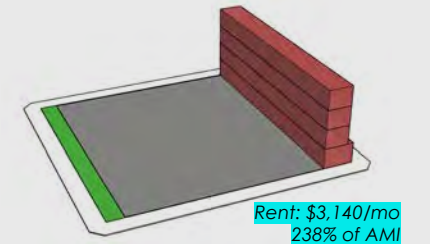
Key Physical Attributes:

- Units: 5 (constrained by parking req's)
- Height: 4 stories
- Tenure: Rent
- Size of Units: 1,100sf
- 1 restaurant
- Lot size: 20,000sf or 0.46 acres (code minimum)
- Front & Side Setbacks: 0' in overlay
- Rear Setbacks: 10'
- Parking Req'd: 1.5 per unit / 15 per 1,000sf of restaurant
- Parking Spaces: 40 (8 residential / 32 restaurant)
- Parking Sq Ft: 15,941 (80% of parcel)

*not using on-street, shared, or off-site parking strategies

Housing Units Per Acre	Jobs Per Acre
10.9	8.9

- The Greedy Developer -



"Like heck! That parking is going in a cheap surface lot!"
Cost: \$3,000 per space

C2 + Commercial Corridor Overlay

3 over 1 mixed-use w/ restaurant

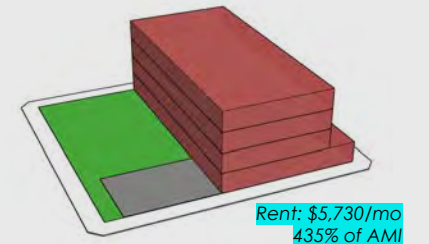
Key Physical Attributes:

- Units: 22
- Height: 4 stories
- Tenure: Rent
- Size of Units: 1,100sf
- Multiple restaurants
- Lot size: 20,000sf or 0.46 acres (code minimum)
- Front & Side Setbacks: 0' in overlay
- Rear Setbacks: 10'
- Parking Req'd: 1.5 per unit / 15 per 1,000sf of restaurant
- Parking Spaces: 175 (33 residential / 142 restaurant)
- Parking Sq Ft: 70,141 (12% of parcel)

*not using on-street, shared, or off-site parking strategies

Housing Units Per Acre	Jobs Per Acre
50	39.3

- The Starry-Eyed Planner -



"Parking is ugly and kills urban form!
Put that parking underground!"
Cost: \$37,000 per space – 4 levels

C2 + Commercial Corridor Overlay

3 over 1 mixed-use w/ restaurant

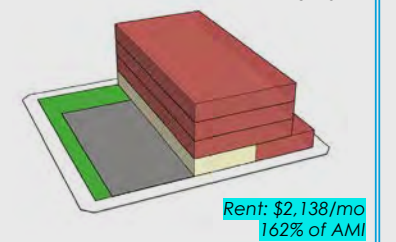
Key Physical Attributes:

- Units: 22
- Height: 4 stories
- Tenure: Rent
- Size of Units: 850sf
- Multiple restaurants
- Lot size: 20,000sf or 0.46 acres (code minimum)
- Front & Side Setbacks: 0' in overlay
- Rear Setbacks: 10'
- Parking Req'd: 0.75 per unit / 3 per 1,000sf of restaurant
- Parking Spaces: 39 (17 residential / 22 restaurant)
- Parking Sq Ft: 15,401 (28% of parcel)

*not using on-street, shared, or off-site parking strategies

Housing Units Per Acre	Jobs Per Acre
50	30.3

- Reduced parking + structured parking + smaller units -



"Something remotely feasible!"
Cost: \$16,000 per space

APPENDIX A: FOCUS GROUP AND PUBLIC MEETING COMMENTS



Bud presents connectivity concepts at the DDA Board Meetings



Peter discusses connectivity with a CAT member at the Public Workshop.



Engaged stakeholders listening during the Developer Focus group.



Alison discusses placemaking concepts with City, GEJP representatives and community members at the Public Workshop.

Development Meeting #1 Focus Group Comments: Opportunity Sites

- Pawn Shop- potential for expanded convention center/ acquired by city. 5th hotel by 2023 at Pawn Shop
- Wells Fargo- Mindful about parking. Overflow parking.
- Flea Market- Look at competition. Great for food-
- Jarvis Property
- Parking Lots 4th and 5th and Colorado 1900 parking with retail on base, food court supply garage. Think about unmet needs of Avalon- back of house for Avalon
- City Market- 32K SF.
- 7th potential commercial corridor
- Outreach to property owners
- Need to get parking requirements
- Goal to catalyst downtown housing
- Link sites to opportunity zones
- 7th and south manufacturing; factory along 1st street.

Community Project

- 2020 breaking ground on 5th hotel.
- Enstrom Site- retail restaurants
- Store formats, consider shallow format
- Retail, rents are below market but rising slowly
- Opportunity for alleyways (north side of Colorado- 4th and 5th)
- CMU- 10-12K students, connecting students to downtown
- 12th street is opportunity to connect CMU long term vision
- Housing- gentrification vs. affordability
- Parking garage and adaptability
- Construction costs too high- projects don't pencil

Development Meeting #2: Implementation Strategies

- Streamlined permitting and zoning
- Zoning overlay
- Not being down zoned but reducing the minimum parking limit
- More flexible zoning options
- More strategies use of current parking supplies
- 7th and Colorado

APPENDIX A: FOCUS GROUP AND PUBLIC MEETING COMMENTS

- Side by Side Parking
- Surface parking near building and land banking opportunities

Activation and Placemaking Meeting Focus Group Comments:

- How to activate downtown via art?
- Interactive branding corridors.
- Needs to feel safe on 7th since it's a long way to the river- bridge 7th st. to the river.
- Historical storytelling intermixed with art and what makes GJ unique
- Skate Park
- Discovery Zone
- Art Center Downtown? Art center gallery space downtown- lack of funding
- Having more activities: ie: events, concerts, etc. for college students that stay open late/after hours.
- Give older buildings a facelift (ie: the Avalon)
- Activating sidewalks and rooftop space
- Activate an area incrementally ie: food trucks
- Make alleys as a place to be! Via string lights, murals, art, etc.
- Lack of big, bold art in alleyways and breezeways
- Ie: the art gallery, the one between the hotels and two rivers and between parking lots
- Train Depot: (Little Italy)
- Needs signage and wayfinding so that the area feels safe
- Incentivize home owners to convert properties around Whitman Park
- Micro transit system (ie; scooter or bike share) to connect the areas within the downtown corridors
- Bike share system to bridge downtown to river
- Ground murals

Activation and Placemaking Public Meeting Comments:

- Downtown façade Improvement grants for alleys
- Public Restrooms need for visitors (at the future event space)
- Downtown transit transfer station is a destination
- Live music in cafes! Not much of a local music scene there but lots of musicians.

- Green Space, mini parks, community art on Main
- Live arts and working studios and galleries.

Connectivity Public Public Meeting Comments:

- Dedicated/visible bike lanes increases safety and willingness to ride
- Traffic from i-70 to 12th street cant find center. Stay north of town.
- Anything to slow down vehicles down would be welcome.
- Speed bumps on Main from 4th to 70 Bus. Loop
- End Car culture now. Thanks.
- More flashing beacons. They raise awareness for crosswalks.
- Crosswalks at Octopus Café on Grand
- Crosswalks at 5th to Hawthorne Park
- Grand should be a blvd. from 12th to 3rd
- Absolutely!
- I like it, do more of it.
- Not 12th! 10th street bikeway from Las Colonias to CMU.
- Yes!!!
- (Ped Bridge) Only good if 12th has bike lanes
- Why not open more streets to bike travel?
- Make 7th bikeable for connectivity with Orchard Mesa
- Create a Union Station in GJ (Greyhound, GVT, Dash lie to GJT, Amtrack, Taxis, Future Light Rail)
- Ensure walkability and ADA safe routes throughout. (Eg. Crosswalks that announce the intersection for hand of sight)



Clark emphasizes his point at the Developers Focus Group Meeting.



A Community Builders tradition- Final Day Selfie!



VIBRANT TOGETHER: A DOWNTOWN INITIATIVE
STRATEGY WORKSHOPS
SIGN IN SHEET

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3:00 DEVELOPMENT GROUP MTG.
VIBRANT TOGETHER: A DOWNTOWN INITIATIVE
STRATEGY WORKSHOPS
SIGN IN SHEET

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Jon MARASCHIN	BIC
Doug Simon, Jr	DDA / Enstrom Landier
Doug Simon	Enstrom / GSEP chair
Karen Harkin	CHFA
AARON Young	KAART
Maria Rainsdon	OVO Facilities / DDA

PUBLIC OPEN HOUSE



VIBRANT TOGETHER: A DOWNTOWN INITIATIVE
STRATEGY WORKSHOPS
SIGN IN SHEET

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PUBLIC OPEN HOUSE



VIBRANT TOGETHER: A DOWNTOWN INITIATIVE
STRATEGY WORKSHOPS
SIGN IN SHEET

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APPENDIX C: Transportation Findings

Overall assessment.

The robust network of streets north of the rail road tracks serves the community well. This provides a multiplicity of connection opportunities for pedestrians, bicyclists, motorists and emergency response vehicles. This network is divided, however, by the rail road tracks in the southerly part of the city. A desire to connect the northerly part of the city with the south has been expressed. There are limited but important opportunities to do so with the extension of 7th and 9th Streets. 12th Street was also discussed in this context, but faces approval from the rail road to cross the tracks.

Major regional transportation facilities through town include the I-70B business route from 1st Street southerly to a one way, east-west couplet system along Pitkin and Ute Avenues. This route connects to I-70 at both the east and west ends of town. The couplet acts as somewhat of an inhibitor to non-motorist activity in a north-south direction. This is an important issue as it relates to the desire to encourage development in the southerly part of town. There is also an important connection to Route 50 on the south side of town. This facility connects towns and cities in a southerly direction to the southern border of Colorado. The connection of this highway to South Avenue, and the existing urban fabric, is problematic. Details of these two thoroughfares are discussed below.

There is an important transportation terminal located near the South Avenue and Rt. 50. The intersection is problematic for a number of reasons described below. Generally, the bus system is quite adequate and connects well with downtown, the university (DASH) and other intermediate locations.

There is an excessive allocation of surface parking in the study area. Metered parking exists throughout the downtown and works well.

Parking Strategies;

Because of the existing and proposed mixed use nature of the study area, methods of using shared and stop-once parking are particularly relevant. Shared parking is a phenomenon where parking spaces serve two or more land uses and are occupied different times of the day. For example, a building with offices adjacent to and apartment building can have a common parking area. The spaces will be occupied, generally, by office personnel during the day and by residence at night. This can have a dramatic effect on parking demand reduction. An example of weekday and weekend percent parking demand is adjacent. This is complemented by something called "stop once". In the downtown area there are a multitude of uses that can be accessed within a couple of blocks of each other. For example, a person could park once and have

Uses	M-F 7am-4pm	M-F 4pm-7pm	M-F 7pm-12am	Sat & Sun. 9am-5pm	Sat & Sun. 5pm-12am	Sat & Sun. 12am-5am	Peak Hour Summer parking spaces required by use
Residential	40%	100%	100%	80%	100%	100%	20
Lodging	70%	100%	100%	70%	100%	100%	
Office	100%	30%	5%	5%	5%	5%	10
Retail	90%	80%	3%	100%	70%	5%	
Restaurant	70%	100%	10%	70%	100%	20%	
Movie Theater	40%	80%	20%	80%	100%	10%	
Entertainment	40%	100%	30%	80%	100%	30%	
Conference/Convention	100%	100%	5%	100%	100%	5%	
Institutional (non-theater)	100%	20%	5%	30%	10%	5%	
Institutional (church)	10%	5%	5%	100%	50%	5%	

lunch, get a haircut and browse a store without having to use more than one parking space. The metered parking also encourages people to vacate the space after a period of time freeing up the space for others to use. The optimal parking density is 85% occupancy of available spaces.

Because of the number of building opportunities available in downtown, it is strongly suggested that a parking study be done. The "broken tooth" arrangement of buildings, lack of spatial definition and discontinuity of urban fabric caused by excessive surface parking hurts the community aesthetically and economically. By using the opportunities for sharing parking and acknowledging park once parking allocations can be reduced without negatively impacting local economic health. In fact, it enhances that kind of environment. Once land is opened up for development the streets become spatially defined. This then becomes a much more comfortable, safe and inviting place of pedestrians.

If parking spaces were reduced to about 90% of actual peak demand the motorist may have to circle the block once or twice to find a parking spot. This is not a problem and is encouraged as an indicator of a very healthy urban environment. Imagine the great urban places you have visited in the past. Was it very easy to find a parking place? Probably not, and for good reason.

One-way streets;

These streets are dangerous, hurt retail and disturb pedestrians who wish to enjoy the public realm. They encourage multiple turning movements and disrupt way finding. One-way streets remove at least 25% of retail exposure and hurts thos operations. Vehicular speeds are typically faster on these

streets. This increases accident severity. Instead of putting a pedestrian in the hospital for a week, they may end up in a wheel chair for the rest of their lives. Noise is also a problem at higher speeds. Pedestrians have to speak louder as adjacent vehicle speeds approach and exceed 35 mph. In also distracts those sitting at a sidewalk table and discourages them from returning. The one-way streets at 4th and 5th Streets should be returned to two-way systems as soon as possible for the overall physical and economic health of the city.

They also act as a division between portions of a town or city. This is particularly true for Pitkin and Ute (I-70B), a one-way couplet having Pitkin running east and Ute running west. They are owned and operated by the State through the Colorado Department of Transportation (CDOT). This facility wasn't intentionally built through existing urban fabric like many highway projects in the 50's and 60's, but it has a similar effect; dividing multi-modal opportunities and connectivity between the north and south areas of the city. The also surround publicly active places like two parks, the police department and the fire station. This is an awkward arrangement. Those uses are attractors for people on bikes, on foot or in vehicles. Crossing these streets is daunting and unsafe. The one way streets have 3 wide lanes each direction and exhibit all the negative characteristics mentioned above. Speeds have been seen exceeding 40 mph. Although not common, the posted 35 mph speed limit is adhered to for the most part. Still, this is not ideal. We know that every pedestrian hit by a vehicle traveling at or greater than 36 mph dies as a result of their injuies. Injuries sustained at speeds as low as 32 mph can result in permanent brain damage, organ failure and spinal transection. This is why we try to control speeds in walkable neighborhoods to 25 mph or less.

We examined studies related to traffic conditions in the city with some interesting revelations. The couplet is operating at about 40%, or less, of its capacity. Three lanes (one way) are not needed for either the current or future conditions to at least 2040. There is absolutely no question that one lane in each direction can be removed. We are aware that this issue has been ongoing for a number of years. Having met with CDOT representatives we were encouraged by the non-confrontary nature of the meetings, but the outcome was the same; no action from CDOT. On the other hand, we did discuss a process that could be initiated by the city. It entails the engineering study of that corridor that, if verified, that 2, not 3 lanes were needed in each direction. Then an Environmental Assessment would need to be drawn up and a request to CDOT to remove those lanes. Even at this point there may be no positive steps taken by CDOT. Perhaps the only way to get them to move on the issue is to combine the described study and EA with strong political and grass roots pressure. CDOT is representative of many DOT's in that their DNA was formed in the 1950's with design manuals that were not prepared by engineers and planners, but by state rural highway officials. Those

APPENDIX C: Transportation Findings

philosophical underpinnings remain today with an anti-urban thrust to their processes and protocols. We strongly recommend that the lanes are reduced, but without aggressive, across the board political will, this will never happen.

The intersection at 5th and Pitkin is awkward and dangerous for pedestrians. This is the spot where Rt. 50 intersects with the urban fabric and is a good example of the type of public space that needs special attention. The way to establish an appropriate transition from rural highway to slow urban street is not easy. If Rt. 50 could be calmed starting about 300' south of 5th Avenue that would help. There are are northbound, right turn and eastbound, right turn complications. In addition, there are a significant number of trucks using this route and their turning requirements must be maintained. The primary concern is with non-motorist activity here. The transit station is closeby and there is fairly significant pedestrian activity in the area. There is a median that extends into one eastbound lane of Pitkin. It has a slot through it to, apparently, allow for pedestrian crossings. The pavement is unmarked and there is no adequate signage. This is what some call an "attractive nuisance". It attracts pedestrian activity, but is a dangerous place for them to cross. Potential solutions may include installation of a roundabout, a signal with pedestrian phases, removal of the island extension, appropriate signage, pedestrian crossing further south and so on. It would require a detailed engineering study to determine the best course.

Thoroughfare connectivity.

7th Street is perhaps the most important connection to the south of the downtown. It is one of only two opportunities to enhance and encourage multi-modal activity between the evolving south and the downtown. 7th Street includes 2 lanes of traffic and 2 bike lanes. It is a rather narrow street 30' in width. Bike lanes must remain as they are an integral link in the overall bike system. It is suggested that it remain essentially the same until two things happen along that corridor;

1. Adjacent properties redevelop in a substantial way to create the need for onstreet parking or other improvements
2. The triangular property establishes the site for opportunistic, entrepreneurial activity (food trucks, craft sales, etc.). In that event we suggest that the lanes adjacent to the site remain at 10', the bike lanes removed, trees planted on the west side, and a plaza-like extension of the curb (10') be made on the east side.

7th Street south of Ute should replicate the sections south of the roundabout. Eventually, a median should extend all the way to Riverside as that area redevelops.

9th Street is the second practical access to Struthers Avenue. It varies in width with curb and gutter in some areas and not in others. This is another important bike route and can be modified to allow for bike lanes and parallel parking. The design should not allow for travel lanes wider than 10' and parking lanes at 7'. See the general design considerations, below.

12th Street is contemplated to extend further south to Struthers. The rail road right-of-way will be difficult to cross so perhaps a ped-bike overpass would at least allow non-motorists to cross. It is advised that a vehicular crossing would be of immense help for full connectivity in the urban grid.

As a general rule, the orthogonal grid existing in town should be as complete as possible. Block lengths of 300 to 350 feet are ideal if the grid is extended into "greenfield" areas.

Bicycle network.

General Design Considerations.

As some of the streets in the project area get modified or built it is advisable to use the following design elements. These are time tested and help with traffic calming, non-motorist comfort and safety.

1. Vehicle lane widths should not be greater than 10'.
2. Parking lanes should be 7' wide except for areas that are mixed with commercial and retail. In that event they should be 8' wide.
3. Bulbouts should generally be used on streets where pedestrian crossings exist and there is on-street parking.
4. Ladder striping should be painted in every intersection that is stop controlled or signal controlled. Unsignalized mid-block crossings should include a choker both sides and striping. They should only be used where traffic operating speeds are 20 mph or less.
5. Bike lanes are not generally needed where traffic operating speeds are at or below 30 mph.
6. Wherever possible, street trees need to be planted. They should have a canopy that has at least a 30' diameter drip line.
7. Building enclosure helps slow traffic. A 1:1 ratio (width between to height) is ideal, but 2:1 and 3:1 work. A ratio of 4:1 is good for squares and plazas.

VIBRANT TOGETHER PLAN OF DEVELOPMENT IMPLEMENTATION MATRIX

CONNECTIVITY STRATEGIES					
STRATEGY	ACTION	TIMING	DDA ROLE	PARTNERSHIPS	FUNDING
Strategy 1: Convert 4 th and 5 th to Two Way Streets	Action. Informational sessions to increase awareness of the importance and value of two-way streets in downtown among business owners and residents to gather support from the community. City Council should vote to make this a project.	Short Term	City Led Project, DDA to assist with advocacy. Business and neighbor outreach and support.	Business Owners, Stakeholders, Neighborhoods	
	Project. Temporary restriping study to ‘test’ the project north of Grand Avenue. Identify potential problem areas for further study, and gain the trust of the community before a larger infrastructure investment.	Mid Term		City Lead, DAA Suuport	
	Project. Following a successful launch of a test project, and with support from the local community, the City could work with the DDA to identify a series of larger infrastructure related projects for 4th and 5th that would convert them into multi-modal streets with two-way traffic, on-street parking, bike lanes and sidewalks with street trees and furnishings.	Long Term		City Lead, DAA Suuport	Potential Funding Partnership with the DDA.
Strategy 2: Prioritize pedestrian and bike improvements to improve mobility throughout downtown and to the river.	Policy. Amend the GDP to update the 9 th Street sections to be more multimodal.	Short Term			Identify CIP funding
	Action. Initiate conversations with BNSF to improve pedestrian and bike access over the Rail lines at 2nd Street and 12th Street.	Mid Term- (With New Projects)	Support implementation of multimodal facilities in new projects.		Identify CIP funding
	Program. Coordinate a community crosswalk paint program at the intersections along Colorado as a pilot project.	Short Term	Facilitate with artists and City.	DDA Lead, City Support, Arts and Community Support.	City and DDA to parnter on Funding. Look for Grant funding and Creative District Funding.
	Project. Review intersections along Riverside Parkway, 5 th and South, 7 th and South, Ute and 2 nd , Pitkin and 2 nd , and the roundabout at 7 th and Main for an improved pedestrian access. 6th and Grand, 3rd and Grand.	Long Term	City Led Project, DDA to assist with advocacy. Business and neighbor outreach and support.	City lead Pedestrain Access Plan.	Identfy CIP funding
	Project. Better understand the types of bike lanes facilities the community wants. Develop a design plan and identify funding to implement bike lanes.		City Led Project, DDA to assist with advocacy. Business and neighbor outreach and support.	Neighborhood Organizations, City of Grand Junction, Urban Trails	Identfy CIP funding
	Action. Engage in discussion with CDOT for traffic calming tools and a better pedestrian crossing at 5th and South.	Mid Term	DDA to advocate for downtown stakeholders	City lead, DDA Support	Active Transportation Plan
Strategy 3: Create a 2 nd Street Promenade connecting the Train Depot to Two Rivers Plaza.	Project. As of summer, 2019, the City has initiated a study group to look at ideas for a pedestrian corridor along 2 nd Street and has identified this as an important project for downtown.	Short Term	Align Objectives	City Lead, DAA Suuport	Potential Funding Partnership with the DDA.

VIBRANT TOGETHER PLAN OF DEVELOPMENT IMPLEMENTATION MATRIX

	Action. Coordinate with CDOT to obtain a signalized intersection through a warrant study to better understand the need for a signal at these intersections and the Communities support.	Short Term	DDA to advocate for downtown stakeholders	City Lead, DAA Suuport	
Strategy 4: Initiate a Gateway and Wayfinding Study to improve ease of navigation for pedestrians, bike and vehicles in downtown.	Action. The DDA should initiate a comprehensive wayfinding and gateway study to provide a strategy for bringing people to and navigating around downtown.	Mid Term	DDA retain consultants. Coordinate stakeholders and implementation.	DDA Lead with City Support. Coordinante with Local Businesses, Arts and Creative District. Visit Grand Junction Branding?	Potential Creative Distirct Funds. Includes 2 Creative District Signs Locations.
PLACEMAKING STRATEGIES					
STRATEGY	ACTION	TIMING	DDA ROLE	PARTNERSHIPS	FUNDING
Strategy 1: Extend the vibrancy from Main to Colorado between 4th and 7th.	Action. The DDA should work with the local businesses to create a brand and marketing strategy for this area which could include the 'Artline', identity of the alleys and breezeways, murals, creative district programs and event programs.	Short Term			CGOCO Grant
Strategy 2: Encourage more community gathering and event space in downtown.	Action. Test the concept of a flexible use event space at 5 th and Colorado within the existing DDA programs/event schedule. Locate farmers markets, chalk art festival, adding a temporary music stage to an existing event and/or as a designated food truck location.	Short Term	DDA to bring events, City to permit use.	City to support permitting and use of property.	
	Action. Utilize the lot at 5 th and Colorado for a pilot food truck program, that happens once or twice a month.	Mid Term	DDA lead on enhancements and infrastructure project with support from City.	City to support permitting and use of property.	DDA Funding.
	Policy. Change the municipal code to allow vendors to cluster, no required distance separation of clustered vendor pods, allow a range of vendor types (truck, carts, clothing, double decker bus), allow mobile vendors to stay in place for extended periods of time.	Short Term	DDA to support/advocate for businesses.	City to Lead Code Review.	
	Project. Based on feedback from the businesses and local community, develop a plan to implement permanent improvements in the plaza.	Mid Term	DDA to lead on planning.	City to coordinate property, maintenance as a public park. Potential partnership.	CIP funding parntership or allocation of TIF (BID)
	Program. Develop a pop-up shop program to activate spaces downtown	Mid Term	DDA to lead on programs	Coordinate with Busniess Inucbator an othe DDAs in Colorado.	
Strategy 3: Activate alleys and breezeways.	Action. The DDA and the Arts Commission should collaborate to develop a Murals Grant Program to encourage both local and regional artists and highlight the unique history and character of Grand Junction.	Short Term	DDA	Arts Commission, Park Department	DDA Funding. Explore Creative Distict Funding and Grants.
	Policy. Review and/or revise the existing façade grant program to include back of building improvements.	Short Term	DDA to review program policy.		

VIBRANT TOGETHER PLAN OF DEVELOPMENT IMPLEMENTATION MATRIX

	Project. Develop a plan to implement larger scale investments such as improved paving, increased lighting, signage in the alleys.	Mid to Long Term	DDA to lead on planning.	City to coordinate property. Maintenance as a public park. Coordination with Utilities. Potential funding partnership.	CIP funding partnership or allocation of TIF (BID)
Strategy 4: Design Competition for Whitman Park	Action. Bring a design competition to redesign Whitman Park. This should engage local or national experts to think creatively about low cost solutions for Whitman Park.	Mid Term	DDA to lead on planning.		
	Project. Identify low cost safety improvements to Whitman Park.	Mid Term	DDA to lead on planning.	Shared costs for City, downtown agencies.	DOLA placemaking grants and/or GOCO funds
	Program. Establish a Public-private partnership oversee maintenance and a sense of ownership to protect the transformation of the uses of the park.	Mid Term	DDA to lead on planning.	Public Private Partnership or coordinate a 501C3 to organize and maintain park.	
Strategy 5: Develop a program(s) to better utilize parking.	Action. Hire an app developer to update existing parking app to coordinate wayfinding and parking locations, on demand parking pricing structures.	Mid Term	DDA to hire consultant to best inform the City.	City to advocate for best practices in downtown.	
	Project. Add credit card readers to downtown meters and enforce parking.	Short Term			
	Action. Look at opportunities for shared use agreements in private lots and/or a pilot park and ride employee parking program utilizing the Dash.	Short Term	DDA to lead on identifying private partners for shared use agreements.	Private property owners	
	Policy. Review zoning code to incorporate smart parking strategies to reduce parking demands.	Mid Term	DDA to support/advocate for businesses.	City to Lead Code Review.	
Strategy 6: Adaptive Reuse of Buildings and Spaces to active the street frontage.	Action. Encourage local businesses and artist to bring temporary art/sculpture, movable seating, lighting and other temporary design ideas to activate private properties.	Short Term	DDA to develop programs to support.	DDA, Businesses, Business Incubator	
	Policy. Remove restrictive regulations that make small business startups difficult and allow them to cluster to create a larger entity.	Mid Term	DDA to advocate for downtown stakeholders	City to Lead.	
	Program. Create incentives for private property improvements through grants.	Mid Term	DDA to Lead.		
BUSINESS AND INFILL DEVELOPMENT					
STRATEGY	ACTION	TIMING	DDA ROLE	PARTNERSHIPS	FUNDING
Strategy 1: Support existing businesses in the downtown through programs and Attract more business diversity to downtown.	Action. Contract with a Retail and/or Small Business consultant to offer to aid building owners to encourage better business marketing, trainings, and address business hours.	Short Term			
	Program. Develop programs and incentives for attracting business to the downtown.	Short Term		GJEP	

VIBRANT TOGETHER PLAN OF DEVELOPMENT IMPLEMENTATION MATRIX

	Program. Coordinate with the Business Incubator on a Feasibility Study to connect local entrepreneurs, educational programs and resources to downtown.	Short Term		Business Incubator	
	Program. Creating Spaces for Artist/Artists in Residence, maker spaces and pop up shops.	Mid Term		Business Incubator	
Strategy 2: Develop (a) Grant Program(s) to incentivize small scale local reinvestment in the downtown.	Action. Incentivize redevelopment on existing parking lots to activate the street frontage along this key section of Colorado.	Mid Term		Coordinate with City	
	Program. Develop a Storefront and “Storeback” Improvement Grant to encourage property improvements for local retailer including building facades facing the alleys and bisecting spaces for co-retail.	Short Term		Coordinate with City	
	Program. Develop a Grant program Tenant Improvement Grants: Aimed at larger building activation strategies, making the building commercially viable or renovating historic buildings and bringing them up to code.	Short Term		Coordinate with City	
	Program. Develop a program for start up grants or start up loans/microloans to encourage new businesses downtown. These should be aimed at small scale local investors such as food trucks, pop-ups and micro-retail entrepreneurs.	Short Term		Coordinate with City	
Strategy 3: Adjustments to codes and policy that are barriers to development.	Policy: Reduce off-street parking requirements within zones in the larger downtown area. Expand off-street parking reduction allowances beyond the downtown core.	Short Term		City to Lead	
	Policy: Identify and revise code barriers that make adaptive reuse difficult to achieve. For instance, allow flexibility in achieving key life safety requirements of building code to encourage adaptive reuse of older buildings and avoid incentivizing them being torn down.	Mid Term		City to Lead	
	Policy. Conduct a code audit to identify additional barriers to development and allow for greater flexibility to incentivize good projects that support the goals of this Plan.	Mid Term		City to Lead	
Strategy 4: Leverage the DDA financial tools to incentivize development.	Policy. Reduce, remove or reimburse impact fees to encourage development within the DDA through incentive programs.	Mid Term		The DDA and City should work together	
	Program. Develop a Property Tax Reimbursement or a 10-year tax abatement program to jump-start redevelopment by lowering operating costs for developers.	Mid Term		the DDA and City should work together	

VIBRANT TOGETHER PLAN OF DEVELOPMENT IMPLEMENTATION MATRIX

Strategy 5: DDA to lead a strategic catalytic development project.	Action: Partner on site identification / land acquisition and prepare and issue a Request for Interest (RFI) to developers. Proactively market to qualified developers in and out of the local market. Marketing materials should include key goals and an identification of incentives, such as land cost discounts and pre-development funds.	Short Term		Partner with City or Private Property Owners.	
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