



**GRAND JUNCTION CITY COUNCIL  
MONDAY, NOVEMBER 5, 2018**

**PRE-MEETING (DINNER) 5:00 P.M. ADMINISTRATION CONFERENCE ROOM  
WORKSHOP, 5:30 P.M.  
CITY HALL AUDITORIUM  
250 N. 5<sup>TH</sup> STREET**

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

**1. Discussion Topics**

- a. Budget Overview for the Downtown Development Authority, Downtown Grand Junction Business Improvement District, Horizon Drive Business Improvement District

**2. Next Workshop Topics**

- a. December 3: Growth and Development Policy/Transportation Fees

**3. Other Business**



## Grand Junction City Council

### Workshop Session

Item #1.a.

---

**Meeting Date:** November 5, 2018

**Presented By:** Jodi Romero, Finance Director, Greg Caton, City Manager

**Department:** City Manager

**Submitted By:** Brandon Stam, Downtown Director

Vara Kusal, Executive Director, Horizon Drive Business Improvement District

---

### **Information**

#### **SUBJECT:**

Budget Overview for the Downtown Development Authority, Downtown Grand Junction Business Improvement District, Horizon Drive Business Improvement District

#### **EXECUTIVE SUMMARY:**

The directors of the Downtown Development Authority, Downtown Grand Junction Business Improvement District, and Horizon Drive Business Improvement District will present an overview of their 2019 operating plans and budget.

#### **BACKGROUND OR DETAILED INFORMATION:**

The directors of the Downtown Development Authority, Downtown Grand Junction Business Improvement District, and Horizon Drive Business Improvement District will present an overview of their 2019 operating plans and budget.

The operating plans and budgets are attached.

#### **FISCAL IMPACT:**

This presentation and discussion is for informational purposes.

#### **SUGGESTED ACTION:**

This presentation and discussion is for informational purposes.

## **Attachments**

1. Downtown Grand Junction Operating Plan and Budget
2. DDA Annual Report
3. HDBID 2019 Budget and Operating Plan

## **DOWNTOWN DEVELOPMENT AUTHORITY**

---

### **Department Overview**

The Downtown Development Authority (DDA) was established in 1981 by the City of Grand Junction after receiving approval through a special election of the Downtown property owners and businesses. The Authority was the first such organization in the State of Colorado and this private-sector initiative exemplifies the strong dedication and support which has helped to shape Downtown Grand Junction. The primary responsibility of the DDA is to support and facilitate economic development efforts to enhance the vitality of the Downtown community through capital investment and construction.

### **2019 Personnel**

<b>DOWNTOWN GRAND JUNCTION</b>			
<b>POSITION</b>	<b>2017 ADOPTED</b>	<b>2018 ADOPTED</b>	<b>2019 BUDGET</b>
DDA/BID Director	1.00	1.00	1.00
Communications & Marketing Coordinator	0.00	0.00	1.00
Downtown Event Coordinator	1.00	1.00	1.00
Administrative Specialist	0.00	1.00	1.00
<b>Total Positions</b>	<b>5.00</b>	<b>4.00</b>	<b>4.00</b>

### **2018 Accomplishments**

- Partnership with City to issue \$15 million in bonds and spend \$4 million in DDA funds towards the development of the Las Colonias Business Park and the renovation of the Two Rivers Convention Center. Both of these projects are catalytic projects that will revitalize these corridors and leverage significant private investment into the DDA boundaries. Construction of phase began in 2018.
- Purchase and sale agreement with Regeneration development to redevelop old R-5 and White Hall sites into mixed-use residential with construction expected to commence in 2019. Utilization of R-5 building as community asset for that can't be rented out. Similar to the Smiley Building in Durango. Development of Downtown housing has been identified as a long-term goal by the DDA Board since 2015 when the Downtown Housing Study was completed.
- Started implementation and outreach for the Plan of Development update. This includes a Board Retreat, joint City Council and Planning Commission meeting and outreach meetings to various community stakeholders. The project is projected to be completed around May 2019.
- 2018-2019 Art on the Corner (AOTC) welcomed 16 new sculptures to Downtown. The DDA implemented improvements to the program based upon the AOTC committee recommendations which included partnering with City Parks and Recreation to get permanent pieces repaired and relocate when necessary, install pieces that are in storage, update signage for temporary and permanent pieces, paint pedestals and working with artists to ensure their input is given. Additionally, the DDA utilized a curator and increased the artist compensation to make the event more competitive with other communities.
- Downtown beautification and maintenance efforts in coordination with City Departments which includes but is not limited to animal control services and additional lighting for safety in breezeways and purchase of new holiday lights. Also worked with City Parks and Recreation to implement murals in Downtown which led to the murals on the parking garage and looking at future locations for public art.

- Coordination with statewide DDA’s to create DDA Best Practice Guide in partnership with Downtown Colorado Inc.
- Continued utilization of façade grants years with \$100,000 being awarded to rehabilitate buildings in Downtown GJ. These grants leveraged significant private sector money that was invested in rehabilitating buildings within the DDA boundaries.
- Special projects including installation of two bicycle repair stations and the Street Beats and Electric Art Programs.
- Funding and partnership with City to have dedicated Downtown police presence.
- Applied and received Colorado Creative District Certification with Colorado Creative Industries. Downtown GJ joins 22 other Creative Districts throughout Colorado. The program bring additional funding, marketing and resources to our Downtown in order to highlight the Creative assets in Downtown GJ.

**2019 Objectives**

- The City will contribute \$954,921 towards the Las Colonias and TRCC projects while the DDA will contribute \$266,666 towards both projects which are set to commence in 2019. We are anticipating distributing \$9 million for construction in 2019 and \$6 million in 2019. The 2019 recommended budget projects an ending fund balance of \$6.1 million in the capital fund which will be held for the finalization of the Las Colonias and TRCC projects in 2019.
- A \$250,000 contingency is being recommended to earmark funds for planned and potential projects including an update to the Plan of Development, potential wayfinding activity, and potential economic development funding for current projects in the development stages now. The DDA Board also has the flexibility to utilize these contingency funds for any unforeseen projects that might occur in 2019.
- The DDA will continue participation in the downtown police patrol by paying \$220k towards the cost of three full-time officers Downtown.
- The 2019 recommended budget adds \$500,000 to the fund balance projecting an ending fund balance of \$2 million.
- Development of Creative District Goals and Projects for 2019.
- Continued growth and expansion of Art on the Corner including possibly looking at ways to purchase more public art.
- Special projects focused on improving Downtown vibrancy which could include pedestrian improvements as well as maintenance and beautification efforts.
- The debt proceeds for the Las Colonias and Two Rivers Convention Center will come into the capital fund at the end of 2017 and the first part of 2018. The funds will be held and drawn as construction progresses throughout 2019.
- Interest will be earned by the DDA on the monies as they are held in the fund.

**2019 Expenditures**

<b>DOWNTOWN DEVELOPMENT AUTHORITY</b>				
	<b>2017</b>	<b>2018</b>	<b>2018</b>	<b>2019</b>
	<b>ACTUAL</b>	<b>BUDGET</b>	<b>PROJECTED</b>	<b>BUDGET</b>
<b>Labor &amp; Benefits</b>				
Salaries/Wages	\$ 121,424	\$ 131,410	\$ 131,410	\$ 130,502
Benefits	21,764	23,672	23,672	24,096
Taxes	9,853	10,287	10,287	9,988

Workers Compensation	792	792	792	882
Other Compensation	11,666	-	-	-
<b>Total Labor &amp; Benefits</b>	<b>\$ 165,499</b>	<b>\$ 166,161</b>	<b>\$ 166,161</b>	<b>\$ 165,468</b>
<b>Operating Expenditures</b>				
Charges and Fees	\$ 67,146	\$ 71,200	\$ 71,200	\$ 11,400
Contract Services	119,847	289,317	289,317	332,725
Equipment	5,541	3,000	3,000	2,500
Grants and Contributions	48,193	9,030,500	9,030,500	6,064,774
Operating Supplies	6,789	5,300	5,300	7,000
Professional Development	5,832	8,000	8,000	8,000
Rent	10,150	10,150	10,150	10,150
Repairs	45,092	5,000	5,000	6,000
Utilities	34,218	39,900	39,900	42,900
<b>Total Operating</b>	<b>\$ 342,719</b>	<b>\$ 9,462,367</b>	<b>\$ 9,462,367</b>	<b>\$ 6,485,449</b>
<b>Interfund Charges</b>				
Administrative Overhead	\$ 26,367	\$ 24,537	\$ 25,901	\$ 25,609
Information Technology	-	415	415	502
Liability Insurance	4,663	4,663	4,663	7,013
Medical Programs	-	-	-	6,207
<b>Total Interfund</b>	<b>\$ 31,030</b>	<b>\$ 30,687</b>	<b>\$ 30,687</b>	<b>\$ 40,043</b>
<b>Capital Outlay</b>				
Capital Equipment	\$ 500,000	\$ -	\$ -	\$ -
Other Projects	28,462	120,000	120,000	120,000
<b>Total Capital</b>	<b>\$ 528,462</b>	<b>\$ 120,000</b>	<b>\$ 120,000</b>	<b>\$ 120,000</b>
<b>Debt Service</b>				
Interest Expense	\$ 226,655	\$ 393,441	\$ 393,441	\$ 765,617
Principal	5,620,000	900,000	900,000	878,120
<b>Total Debt Service</b>	<b>\$ 5,846,655</b>	<b>\$ 1,293,441</b>	<b>\$ 1,293,441</b>	<b>\$ 1,643,737</b>
<b>Contingency and Reserves</b>				
Contingency	\$ -	\$ 500,000	\$ 500,000	\$ 250,000
<b>Total Contingency and Reserves</b>	<b>\$ -</b>	<b>\$ 500,000</b>	<b>\$ 500,000</b>	<b>\$ 250,000</b>
<b>TOTAL EXPENDITURES</b>	<b>\$ 6,914,365</b>	<b>\$ 11,572,656</b>	<b>\$ 11,572,656</b>	<b>\$ 8,704,697</b>

Note: The chart above combines Fund 103 – Operations, 203 – Capital, and 611 – Debt Service

## **DOWNTOWN BUSINESS IMPROVEMENT DISTRICT**

### **Overview**

In late 2005, business and property owners within the boundaries of the Business Improvement District (BID) voted to impose a special assessment which would fund marketing, promotions, public relations, advertising and special events. The BID affects Downtown Grand Junction commercial property owners only and excludes residential properties. The BID is roughly within the following boundaries: the railroad tracks on the west to 8th Street on the east, and from Ouray Avenue on the north to Ute Avenue on the south.

### **2018 Accomplishments**

- 69 businesses located in Downtown from 2017-2018 along with 14 properties that were sold within the district.
- Events saw record attendance starting with thousands of attendees at the three-day Grand Junction Off-Road and Downtown Music Festival and ending with the 20,000 attendees at the Downtown Parade of Lights.

- We started accepting SNAP (formerly food stamps) at the Downtown Farmers Market and our farmers redeemed approx. \$5,000 in SNAP for fresh produce in 2018. Sponsorship dollars raised for our events were up 51% from the year before.
- Increase in gift card sales by roughly 10%.
- Hosted Downtown Institute event with Downtown Colorado Inc. aimed at helping businesses and property owners learn strategies to improve business and take advantage of event traffic.
- Hosted Quarterly Downtowner Meetings with property owners, businesses and other stakeholders. These meetings provide updates of Downtown happenings as well as the opportunity for networking among Downtown constituents.

**2019 Objectives**

- Continue to work with Downtown businesses and property owners to provide educational and networking opportunities.
- Continue to engage members through committees and meetings in order to foster greater member involvement.
- Continue to partner with Colorado Mesa University to draw students and their parents to the downtown core.
- Fine-tune all events with a special focus on improving newer events such as the Art Festival, Tour de Rock, Spooktacular and the 4th of July parade and increasing capacity of more established events.
- Increase and expand sponsorship revenue for Downtown events that better reflects the costs of the events and provides the BID with more financial sustainability.
- Continue to rollout and expand the Downtown brand, including better signage and banners. Work with the DDA on expanding Wayfinding for the Downtown area.
- Expand ways to offer marketing opportunities to Downtown businesses specifically focused on digital marketing.
- Partnership with Visit Grand Junction to draw visitors to Downtown and expand awareness of Downtown GJ on a regional and statewide level.

**2019 Expenditures**

711 DOWNTOWN BUSINESS IMPROVEMENT DISTRICT					
	2017	2018	2018	2019	
	ACTUAL	BUDGET	PROJECTED	BUDGET	
<b>Labor &amp; Benefits</b>					
Salaries/Wages	\$ 101,733	\$ 112,378	\$ 112,378	\$ 106,585	
Benefits	17,052	19,658	19,658	31,257	
Taxes	7,140	8,601	8,601	8,156	
Workers Compensation	471	471	471	501	
<b>Total Labor &amp; Benefits</b>	<b>\$ 126,396</b>	<b>\$ 141,108</b>	<b>\$ 141,108</b>	<b>\$ 146,499</b>	
<b>Operating Expenditures</b>					
Charges and Fees	\$ 3,320	\$ 2,000	\$ 2,000	\$ 2,150	
Contract Services	174,666	162,898	162,898	163,906	
Cost of Goods Sold	1,436	1,000	1,000	1,000	
Equipment	934	-	-	-	
Operating Supplies	6,215	4,775	4,775	8,775	
Professional Development	772	-	-	3,300	
Repairs	136	500	500	500	

Uniforms and Gear		472	-	-	300	
<b>Total Operating Expenditures</b>	\$	<b>187,952</b>	\$	<b>171,173</b>	\$	<b>179,931</b>
<b>Interfund Charges</b>						
Information Technology	\$	499	\$	650	\$	-
<b>Total Interfund Charges</b>	\$	<b>499</b>	\$	<b>650</b>	\$	<b>-</b>
<b>TOTAL EXPENDITURES</b>	\$	<b>314,846</b>	\$	<b>312,931</b>	\$	<b>326,430</b>





Downtown Development Authority

# Annual Report 2018



---

# Annual Report 2018

Downtown Grand Junction  
saw positive growth and  
new activity in 2017  
and that momentum is  
continuing into 2018

Statement from Director and Chair	4
Boundary Map and Board	6
Overview and Mission	9
Financial Highlight : TIF and Budget	10
Capital Project Highlights	12
Grant Projects	20
Arts and Culture	22
Public Engagement and Partnerships	24

# 01

## DDA Statement

2017 growth includes the sale of thirteen properties within the DDA District and 69 new businesses in Downtown. This positive activity matches the overall trends in Mesa County as a whole where there has been an uptick in real estate transactions and increases in sales and lodging taxes.

The DDA is involved in potential catalytic projects such as the Las Colonias Business Park and the Las Colonias Amphitheater that will transform Downtown's River District into a vibrant area that will incorporate recreation, entertainment and job clustering into an area that has historically seen little investment. The DDA is also engaged in helping bring two new hotels to Downtown as well as much needed renovation to Two Rivers that will allow it to continue to operate as an economic driver for downtown.

Potential new Downtown housing is also on the way as the DDA reached an agreement with a developer for the former R-5 building site to develop townhomes and find an adaptive reuse of the former school building.

Collaboration is another key component of DDA activity in Downtown as it takes a pooling of resources and knowledge to make change happen. We are pleased to have had many

opportunities for collaboration this year including partnerships with the City of Grand Junction, the Grand Junction Economic Partnership (GJEP) and private sector partners such as Western Hospitality, LLC and Bonsai Design.

This combination of public and private investment is a model for continued success in Downtown Grand Junction. There has been numerous partnerships at the state level with the Colorado Creative Industries, Downtown Colorado Inc and other DDA's around Colorado. A number of small but impactful projects have also taken place like partnering with 32 Waves to provide Downtown WiFi, working with PNCL to design and build the first parklet in Grand Junction and engaging with the artist community and the City to further highlight our community's creative vibrancy.

Big and small, the DDA was involved in a diverse array of activities in the Downtown community all with the goal of sustaining Downtown's role as the preeminent hub for economic activity and commerce, cultural experiences and as a vibrant place to live and visit.

*Brandon Stam*  
 Brandon **Stam**  
 EXECUTIVE DIRECTOR

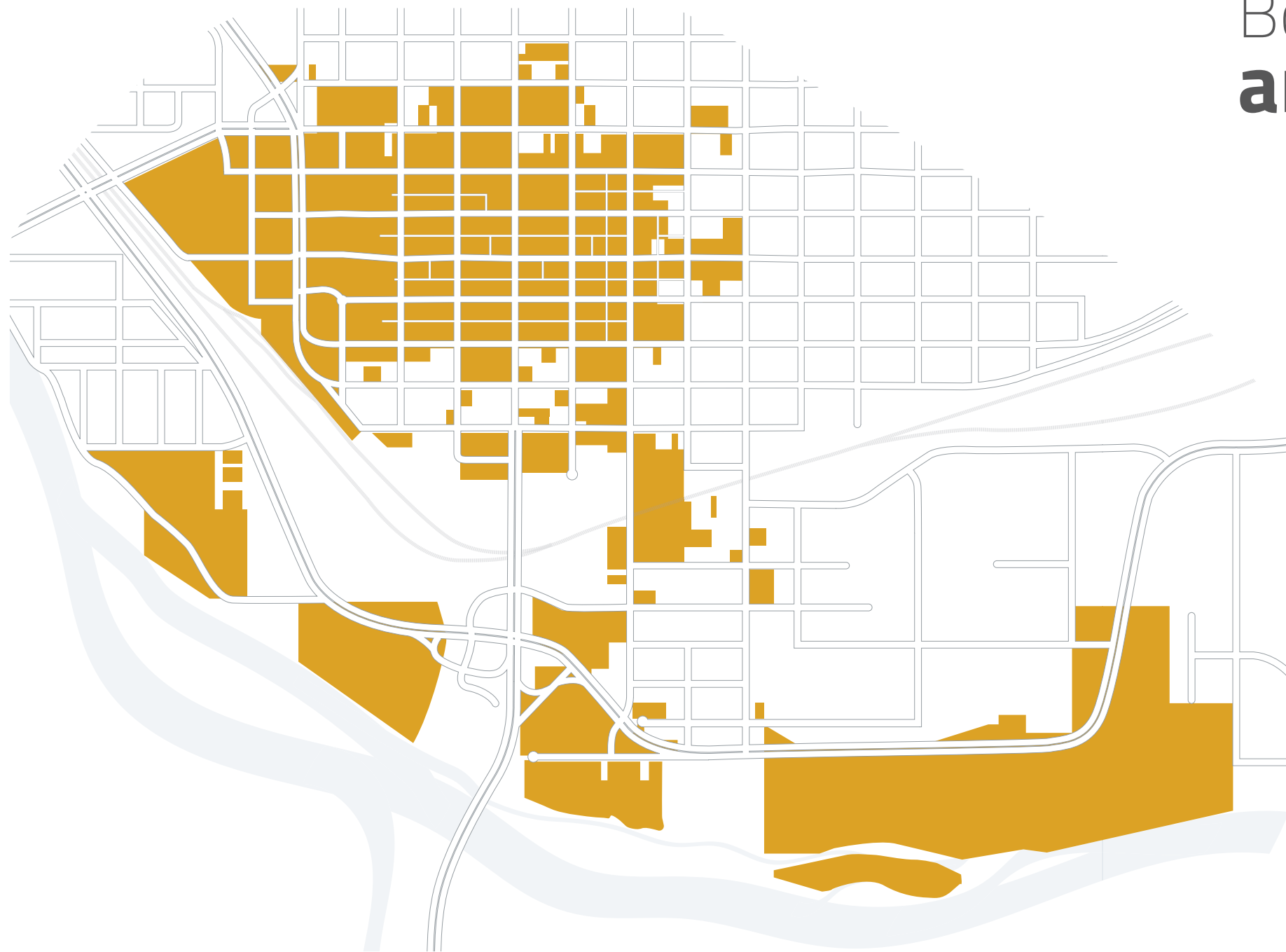
*Duncan Rowley*  
 Duncan **Rowley**  
 CHAIR

*Jodi Niernberg*  
 Jodi **Niernberg**  
 VICE CHAIR

# 02

---

## Boundary Map and Board



**Duncan Rowley**  
Office Outfitters  
CHAIR

**Jodi Coleman-Niernberg**  
Colorado Real Estate Professionals  
VICE CHAIR

**Jason Farrington**  
Monument Oil Company

**Thomas LaCroix**  
LaCroix and Hand, PC

**Dan Meyer**  
Bank of Colorado

**Phyllis Norris**  
City Council Representative

**Doug Simons Jr.**  
Enstrom Candies

**Vance Wagner**  
ANB Bank

**Aaron Young**  
Kart Group



# 03

---

## Overview and Mission

The purpose of the DDA is to facilitate reinvestment and redevelopment in Downtown Grand Junction.

The Downtown Development Authority (DDA) was established in 1981 by the City of Grand Junction after receiving approval through a special election of the Downtown property owners and businesses. The Authority was the first such organization in the State of Colorado and this private-sector initiative exemplifies the strong dedication and support which has helped to shape Downtown Grand Junction.

The DDA was established to halt and prevent deterioration of property values within its district and to assist in the development and redevelopment of its district and to use its power to promote the general welfare of the district by the use of its direct and supplemental powers.

---

DOWNTOWN'S ROLE AS THE PREEMINENT HUB FOR ECONOMIC ACTIVITY, SUSTAINED COMMERCE, CULTURAL EXPERIENCE AND A VIBRANT PLACE TO LIVE AND VISIT CONTINUES INTO 2018

# 04

## Financial Highlight

### Tax Increment Financing

What is Tax Increment Financing (TIF) and what is used for?

TIF is a public financing method used throughout Colorado and the country to pay for redevelopment, infrastructure and other community involved projects.

The TIF dollars the DDA received are specifically intended to address the following areas:

1

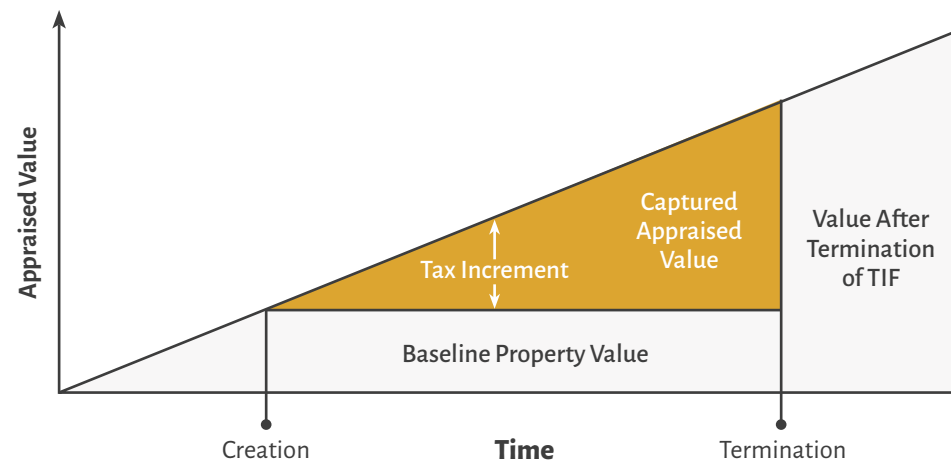
Serve as a market catalyst that can reduce risk of pioneering investments as well as provide public infrastructure upgrades.

2

Supplement market outcomes through a variety of ways such as improving final design and preserving the historic character.

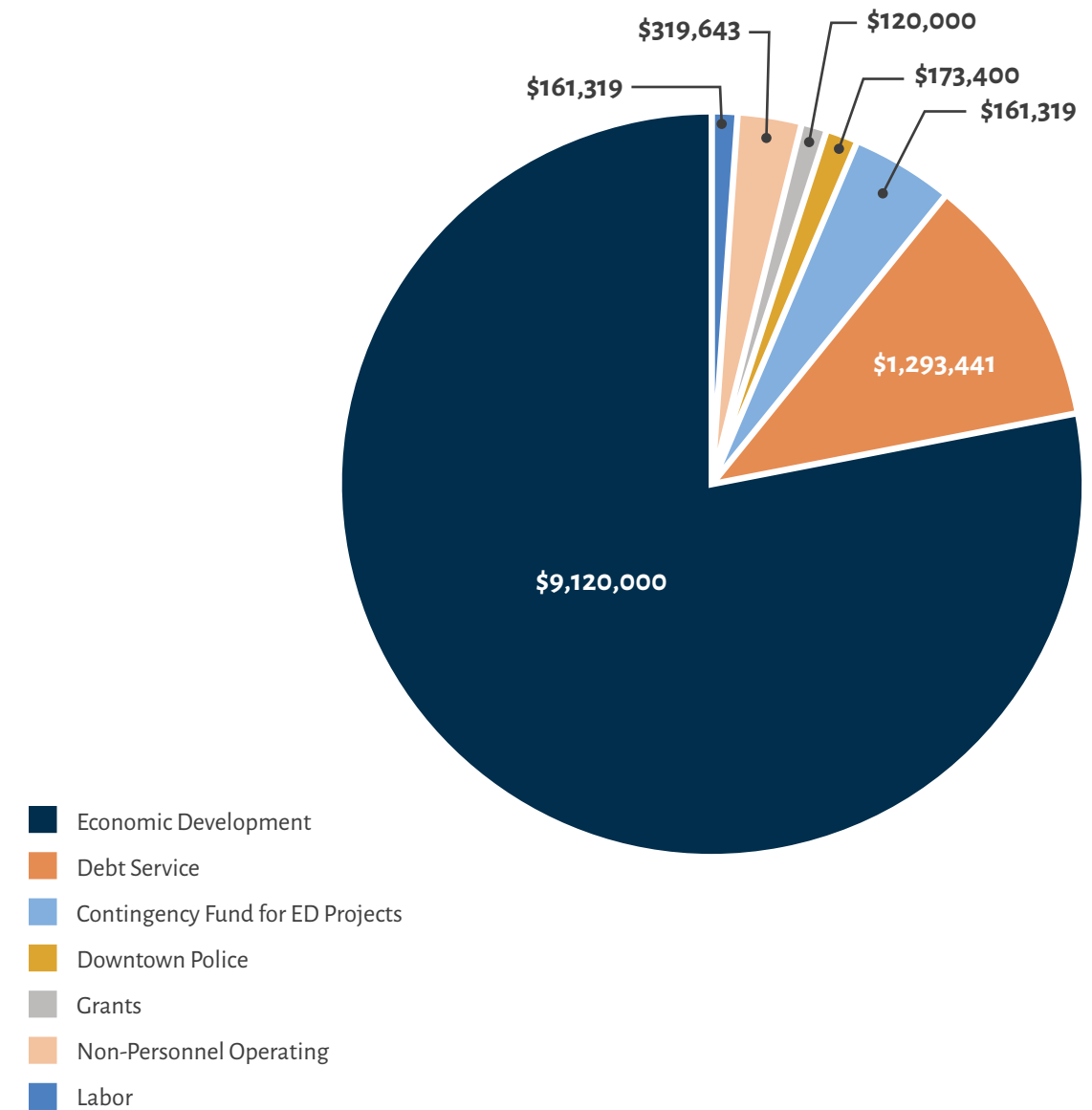
3

Confront a market shortfall/failure by bridging a project financing gap.



## Budget DDA Expenditures

The DDA budget consists of a wide range of activities and is primarily focused on economic development, improvement of the built environment, and ensuring the District is a safe and inviting place to live, work and visit.



# 05

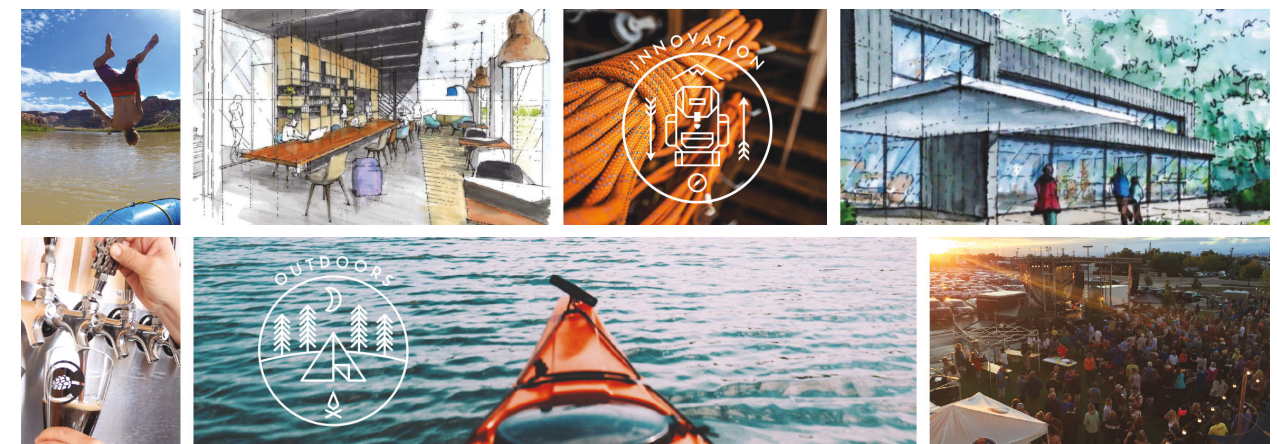
## Capital Project Highlights

Recent projects represent the sort of catalytic activity that the DDA seeks to encourage in order to make Downtown Grand Junction a wonderful place to live, work and play.

### Las Colonias Business Park and Recreation Area

The business park will be surrounded by amenities that are open to the public including a lake for water sports, a dog park, volleyball courts, minor retail/commercial operations and a zip line. The updates to Las Colonias will create a vibrant riverfront hub for Downtown that complements the activity in the Downtown core.

Local business Bonsai Design will be the anchor tenant and will be moving their headquarters to the business park and hiring an additional 15-20 employees. The \$9 million dollars will leverage \$20 million of private investment into the business park.



\$122+ MILLION IN DIRECT NET NEW/  
RECAPTURED GRAND JUNCTION  
SPENDING IS \*PROJECTED FROM THESE  
PROJECTS

## Las Colonias Amphitheater

The DDA approved \$500k towards the construction of the Las Colonias Amphitheater.

This contribution allowed the City of Grand Junction to leverage an additional \$500k in funds from the Colorado Department of Local Affairs. The amphitheater was completed in July 2017 and is the largest venue of this type on the Western Slope. The amphitheater has long been planned as a key component of the River District revitalization that is underway.



## Two Rivers Renovation and New Downtown Hotels

The DDA partnered with the City of Grand Junction to put \$6 million towards the renovation of Two Rivers, which is an important economic driver for the downtown businesses.

The updates are slated to begin in 2018 and include the addition of a service corridor, needed maintenance upgrades such as HVAC, roof repairs, kitchen updates, modernizing audio-visual equipment and a refresh of the facility's appearance including making it more visible from Downtown entry points.

Additionally Western Hospitality, LLC is slated to build an adjoining hotel with an attached 8,500-square foot ballroom that will greatly enhance the capacity of Two Rivers. In 2018 Western Hospitality, LLC is expected to break ground on a 92 room Hilton Tru.

The combination of a renovated Two Rivers run by Pinnacle Venue Services and two new Downtown hotels will generate more events, higher visitation and increased economic output for Downtown Grand Junction.





# Downtown Housing Projects

Downtown housing has long been a priority for the DDA as it is a key component of a balanced economic development strategy of diversification.

In 2015 the DDA commissioned a Downtown Housing Study that looked at opportunity sites and potential demand for Downtown Housing and found that while demand existed there were significant financial hurdles to making projects occur, which still exists today despite the improved market conditions. The supply for new residential has not kept pace with the recent uptick in demand as Mesa County currently has only a two month inventory and one of the lowest vacancy rates in Colorado. Downtown Grand Junction has seen limited residential or mixed-use infill to support the increased business activity and there is still a significant amount of vacant property with 37 sites being identified within the Central Business District of the DDA Boundary alone. The DDA made significant steps to help with this shortage by working with REgeneration Development Strategies and Senergy Builders on potential infill housing developments.

The DDA issued a RFP for the residential infill development for the former R-5 school site and White Hall in 2016. REgeneration Development Strategies was chosen as the developer and in Fall 2017 a purchase and sale agreement with REgeneration was reached to develop old R-5 and White Hall sites into residential units with potential for light commercial use. The development will be phased with the first phase being 36 market rate townhomes (lowellvillage.co) behind the R-5 school that will feature modern features as well amenities such as a community garden and interactive public space. White Hall is slated to become mixed use market rate apartments with 40-50 units. The initial concept for the former R-5 School is for the building to be repurposed into lofts but the DDA is partnering with REgeneration to look at other potential uses for adaptive reuse of the building.

THESE PROJECTS WILL PROVIDE A BOOST TO THE DOWNTOWN HOUSING MARKET AND BRING VIBRANCY TO AREAS WHICH ARE CURRENTLY BLIGHTED.



NOTABLE SALES INCLUDE 326 MAIN FOR \$1.2 MILLION, 122 N. 5TH STREET FOR \$1.9 MILLION AND 602 MAIN ST. FOR \$900K.

## New Businesses and Property Sales

69

Businesses located or opened in Downtown during 2017

46

Of the newly opened or located businesses are located at 750 Main

23

Businesses are located around downtown

14

Properties in the District were sold during 2017



06

## Grant Projects

The DDA Grant programs are aimed at incentivizing improvements to buildings and the built environment and to encourage creative ideas to flourish in Downtown.

### New Grant Programs

The launch of two new grant programs, the *Change in Use* grant and *Special Projects* grant lead to an increase in the grants program from \$70k annually to \$120k annually.

Increased utilization of façade grants over previous years with \$59k being awarded to rehabilitate buildings in Downtown Grand Junction. These grants leveraged \$254,241k in private sector money that was put to use in Downtown. Furthermore many of the applicants were first time users of the program.

The DDA also contributed \$2k to the Downtown Historic Markers Project in Partnership with the Museum of Western Colorado that went up on sixteen buildings around Downtown.



#### Downtown Parklet

► The DDA launched the Special Projects grant aimed at encouraging innovative ideas to flourish in Downtown. Two Special Projects grants were implemented last year including Grand Junction's first Parklet. Parklets provide a public space that enhances and encourages pedestrian activity.



#### Downtown WiFi

► The DDA also collaborated with 32 Waves on a Special Project grant to provide free Downtown WiFi. This project utilized existing fiber and infrastructure in Downtown to develop a free WiFi network that will serve as an amenity for Downtown customers and that the Business Improvement District (BID) can utilize for events. Additionally, the network will also provide data about who visits Downtown Grand Junction.



## Art on the Corner

Art on the Corner (AOTC) is a year round outdoor sculpture exhibit displayed in Downtown Grand Junction and is one of the first of its kind in the country.

AOTC welcomed 13 new sculptures to Downtown and received 48 submissions in 2017-2018. The DDA implemented improvements to the program based upon the AOTC committee recommendations which included partnering with City Parks and Recreation to get permanent pieces repaired and relocate when necessary, install pieces that are in storage, update signage for temporary and permanent pieces, paint pedestals and working with artists to ensure their input is given.

This included repairing and repainting iconic pieces like the “Puffed Up Prince” by Gary Price. Additionally, the DDA utilized Avery Glassman from the Art Center as a curator and increased the artist compensation to make the event attractive for artists.

---

### Creative District and Creativity Lab

The DDA applied for and received Blueprint 2.0 Creativity Lab Grant which looked at collaborative capabilities centered around creativity, innovation and the entrepreneurial spirit. The event was well attended and concluded with Colorado Creative Industries (CCI) inviting Grand Junction to apply to be a Creative District. Grand Junction was one of only two communities to be invited to apply. The DDA has been working with Grand Valley Creative Alliance Taskforce to apply for the Creative District designation, which will bring increased marketing and awareness to Downtown Grand Junction's vibrant arts and culture scene.

### Downtown Murals

The DDA Partnered with the City Parks and Recreation Department and Super Rad Art Jam to implement murals in Downtown which led to the murals on the parking garage and are looking at future locations to incorporate public art.

07

Arts  
and Culture

08

## Public Engagement and Partnerships



Partnerships are a key component to the success of any organization, especially one with as broad of a scope as the DDA.

One of the highlights of the past year has been the engagement and partnerships that took place. The DDA is involved with a broad range of local initiatives and works with a wide assortment of regional entities and professional organizations.

### Train Depot

► \$34,916 for Train Depot property owner to develop concept and design plans for the revitalization of the building in coordination with the Historic Preservation Committee, a private developer and History Colorado. Future grant opportunities exist as well as Historic Tax credits that have been looked at for the Train Depot and other historic properties within the district.

### Joint Campus

► Partnership with the City of Grand Junction, Museum of Western Colorado, Western Colorado Center for the Arts and the Grand Junction Symphony Orchestra to look at a joint campus in Downtown Grand Junction. The DDA along with the five partner organizations contributed matching funds in order to leverage \$5k in Colorado Department of Local Affairs to do a feasibility analysis of the shared campus.

**Outreach**

▸ Involvement and outreach with a wide range of Downtown stakeholders including Historic Preservation Committee, Arts Commission, Downtown Rotary and Visit Grand Junction as well as participation in community initiatives such as a recreation center feasibility study, lunch loops connector and former Jarvis site redevelopment plans.

**Action Steps**

▸ Successful Board retreat that lead to the formation of goals and action steps for 2017. The strategic focus areas are Downtown Living, Organizational Development, Economic Vitality, Pedestrian Environment and Downtown Vibrancy and Identity.

**Plan of Development**

▸ Board voted to update 1981 Plan of Development (POD) which will begin in 2018. The updated POD will look at organizational strategies and goals for the next 5-10 years and provide engagement and outreach to stakeholders within the DDA district including property owners, businesses, and organizations.

**Beautification and Maintenance**

▸ Downtown beautification and maintenance efforts in coordination with City Departments which includes but is not limited to animal control services, signage, pedestrian safety improvements and additional lighting for safety in breezeways and purchase of new holiday lights.

**Coordination**

▸ Coordination with statewide DDA's regarding DDA legislation and development of DDA best practices and strategies with assistance from Downtown Colorado, Inc (DCI). The DDA also attended the DCI Conference and connected with other Downtown's around Colorado.

**Downtown Police**

▸ Funding and partnership with City to have dedicated Downtown police presence. The DDA contributed \$173,411 towards the additional two officers which also complements the Downtown Ambassador Program and increased parking enforcement that took place in 2017.

**Business Support**

▸ In partnership with Business Improvement District and Downtown Colorado Inc. (DCI) hosted an event aimed at helping businesses and property owners learn strategies to improve traffic and compete in a niche retail environment. 30 attendees including some outside of Grand Junction attended the event which brought subject matter experts from around Colorado to give input and advice to Downtown businesses.

The DDA also was involved in conversations regarding public safety in the Downtown including security cameras and changes to the built environment that improve safety and wellbeing while maintaining a pleasing aesthetic.



**DOWNTOWN**  
GRAND JUNCTION, COLORADO

437 Colorado Avenue  
Grand Junction, Colorado  
81501

Tel. (970) 245-9697  
[www.downtowngj.org](http://www.downtowngj.org)



## **HORIZON DRIVE** **District**

*Gateway to Grand Junction*

### **Service & Operating Plan 2019**

#### INTRODUCTION

The Horizon Drive District (the “District”) is comprised of commercial properties within the general geographic areas of Horizon Drive between G Road and H Road. The District was formed in 2004 under Colorado Revised Statute 31-25-1201, which allows Business Improvement Districts to be formed within municipalities of Colorado, and to levy and collect ad valorem taxes on commercial property within the boundaries of the District. The City of Grand Junction oversees the District and appoints the Board of Directors.

As a gateway to Grand Junction, the District is often the first and lasting impression people have of the City of Grand Junction. As such, City government also takes an active role and fiscal partnership in the maintenance and improvements to the District.

The Horizon Drive District is home to more than 200 businesses, including 72% of the City’s lodging, and most recent studies reveal an overall economic impact of \$300 million annually. The District sees 7 million cars annually and connects the community and travelers to the Regional Airport, Downtown, Colorado Mesa University and points between.

The mission of the Horizon Drive District is to build community, enhance the beauty and advocate the economic vitality of the Horizon Drive District.

During the year 2018, the District’s efforts focused on meeting the stated goals and projects adopted in the 2017 Strategic Plan as follows:

#### Capital Improvement Projects:

- Phase 2 of the Corridor Improvement Project – South of I-70 to G Road
- Phase 3 Landscaping – Curb buffer zone north of I-70 to the airport
- Horizon Drive Trail
- Gore Area Landscaping
- Art on Horizon

VISIT THE DISTRICT  
[WWW.HORIZONDRIVEDISTRICT.COM](http://WWW.HORIZONDRIVEDISTRICT.COM)

970.985.1833

P.O. Box 4191 Grand Junction, CO 81502



Ongoing Projects:

- Shuttle bus to downtown and special events
- District expansion
- Development of residential projects / other
- Marketing
- Safety and Public Safety

In accordance with the Board's stated objectives, the District adopts the following general Service & Operating Plan for 2019:

2019 GOALS

1. Improve Safety – Continue focus on mitigating pedestrian safety hazards, improve pedestrian connectivity between District businesses, plan for critical growth and necessary safety improvements, as well as enhance overall safety, traffic flow, and efficiency of travel. Construction of three pedestrian crosswalks with pedestrian-activated yellow flashing lights will begin November 13 in the section of Horizon Drive where three pedestrian fatalities have occurred in recent years between G Road and Visitor's Way. We thank City Council and CDOT for their support on this important safety improvement.
2. Stimulate Economic Development – Encourage development of un-developed parcels, as well as improvements on existing parcels within the District, to enlarge the tax base and economic impact for the benefit of Grand Junction, as a direct result of infrastructure improvements.
3. Enlarge the District – Continue efforts to strategically enlarge the District by voluntary annexation of adjacent parcels and nearby parcels that logically benefit from and fit within the District sphere of influence. Progress towards accomplishing this objective have been enhanced by the substantive and tangible improvements to the District in Phase 1 that demonstrate benefits to potential stakeholders.
3. Improve the District Image and neighborhood identity. The District is the "Gateway to Grand Junction," as well as a distinct neighborhood continuing to define its identity. The District is currently developing and implementing a multi-tier strategy to promote its distinct image and develop the unique District neighborhood aesthetic. These objectives are critical to the District as the "front door" to Grand Junction. The plan to create a unified look for the corridor by landscaping the curb buffer zone from the airport to where Phase 1 ended north of I-70 with the same landscaping rock was completed in March of 2018.
4. Horizon Drive Trail Master Plan – An important step was completed in 2018 with the development of the Horizon Drive Master Plan. The plan has been approved by the Horizon Drive District board and the Urban Trails committee. The plan will next be submitted to the Planning Commission, the City Council.

## SERVICES AND IMPROVEMENTS OFFERED BY THE DISTRICT

- Plan for future growth and enhance the District with long range planning of improvements.
- Represent the District in decisions that may impact the area.
- The District is allowed to make and contemplate a broad range of public improvements including, but not limited to: streets, sidewalks, curbs, gutters, pedestrian malls, streetlights, drainage facilities, landscaping, decorative structures, statuary, fountains, identification signs, traffic safety devices, bicycle paths, off street parking facilities, benches, restrooms, information booths, public meeting facilities, and all incidentals, including relocation of utility lines.

## GOVERNANCE OF THE DISTRICT

- The Board of Directors is appointed by the Grand Junction City Council.
- The Board of Directors appoints management staff in accordance with District Bylaws.

## POWERS OF THE DISTRICT

- The power to levy taxes against taxable commercial property.
- To consider and, if deemed necessary, provide services within the District including but not limited to:
  - Management and planning
  - Maintenance of improvements, by contract if necessary
  - Promotion or marketing
  - Organization, promotion and marketing of public events
  - Activities in support of business recruitment, management and development
  - Snow removal or refuse collection / recycling
  - Design assistance
- To acquire, construct, finance, install and operate public improvements and to acquire and dispose of real and personal property.
- To refund bonds of the district.
- To have management, control and supervision of business affairs of the district.
- To construct and install improvements across or along any public street, alley or highway and to construct work across any stream or watercourse.
- To fix, and from time to time increase or decrease, rates, tolls, or charges for any services or improvements. Until paid, such charges become a lien on commercial property in the District, and such liens can be foreclosed like any other lien on real or personal commercial property.
- The power to sue and to be sued, to enter into contracts and incur indebtedness, to issue bonds subject to statutory authority.

## 2019 BUDGET

Please see attached 2019 Budget.

2019 Budget

General Fund	2018	2018	2018	2019
	Budget	Actuals YTD	Actuals Projected	Budget
<b>FUND BALANCE - Beg. Year</b>	141,473	141,473	141,473	171,058
<b>ESTIMATED REVENUE</b>				
<b>BID's Mil Levy</b>	215,408	192,952	215,408	215,119
<b>Interest</b>	50	12	15	20
<b>Refund, Phase 1</b>				
<b>TOTAL REVENUES</b>	215,458	192,964	215,423	215,139
<b>BUDGETED EXPENDITURES</b>				
<b>GENERAL Operating Expenses:</b>				
<b>Administration</b>				
<b>Financial</b>	3,000	1,920	2,540	3,000
<b>Audit</b>	2,700	2,650	2,650	2,700
<b>Insurance</b>	2,600	2,565	2,565	2,600
<b>Legal</b>	5,000	3,150	4,800	7,000
<b>Payroll Expenses &amp; Ins</b>	66,920	54,156	72,304	76,632
<b>Operations</b>				
<b>Rent &amp; other</b>	7,500	6,202	7,500	7,500
<b>Marketing &amp; Comm.</b>	10,000	3,052	6,000	5,000
<b>Shuttle bus wrap</b>				5,000
<b>Maintenance/repair</b>	5,000	576	1,500	5,000
<b>TOTAL GENERAL Operating Expens</b>	102,720	74,271	99,859	114,432
<b>DISTRICT Services:</b>				
<b>Horizon Drive Corridor</b>				
<b>Planning &amp; Design</b>	4,500	3,851	4,500	50,000
<b>Art on Horizon</b>				8,000
<b>Phase 3 Landscaping</b>	25,000	21,800	21,800	
<b>Broadband</b>	5,000			5,000
<b>Public safety</b>	2,000	1,000	1,000	2,000
<b>Trash Cans</b>	6,000			
<b>TOTAL DISTRICT Services</b>	42,500	26,651	27,300	65,000
<b>CAPITAL Outlay:</b>				
<b>Debt Service</b>	58,679	58,679	58,679	58,679
<b>RAMP Matching Funds</b>				
<b>Light Fixtures</b>				
<b>TOTAL CAPITAL Expense:</b>	58,679	58,679	58,679	58,679
<b>TOTAL EXPENSES</b>	203,899	159,601	185,838	238,111
<b>Net Income</b>	11,559	33,363	29,585	-22,972
<b>FUND BALANCE - End Year</b>	153,032	174,836	171,058	148,086
<b>Reserve Balance (Years of General Operating Expense in Fund Balance)</b>	1.49			1.29



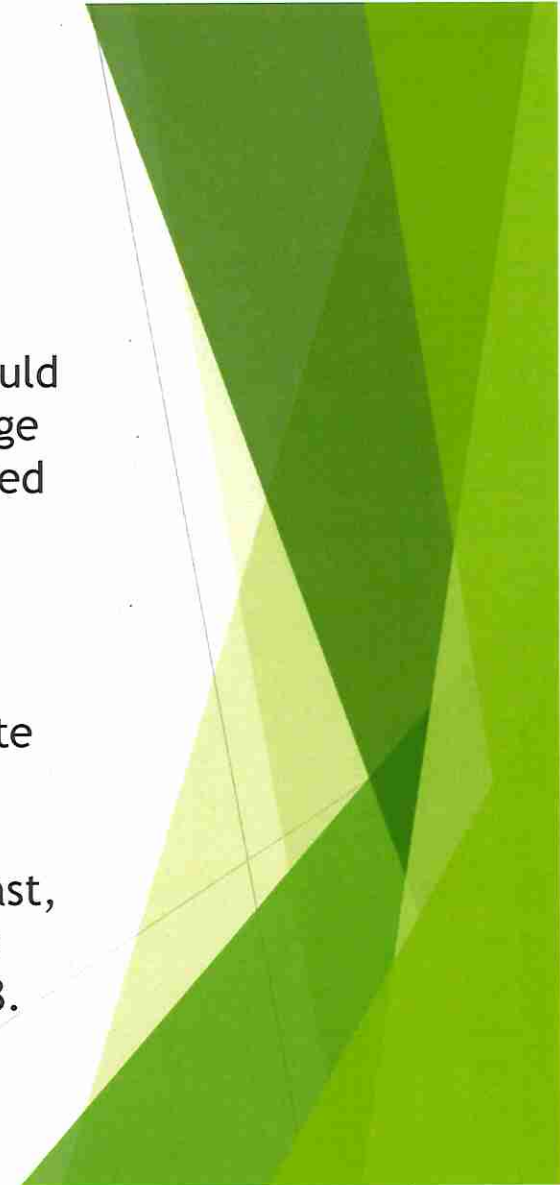
**HORIZON DRIVE**  
**D i s t r i c t**  
*Gateway to Grand Junction®*

**2018 Accomplishments**

2019 Budget

# Safety

- ▶ **Horizon Drive Crosswalks:** The District has been advocating for safety improvements along the corridor following three pedestrian fatalities within a 5 year period. They proposed an interim alternative to the full Corridor Improvement Project design that would construct 3 crosswalks with small center islands for pedestrian refuge and yellow flashing lights activated by pedestrians. The plan qualified for funding through CDOT due to the pedestrian hazard in the area. Construction is set to begin November 13.
- ▶ **I-70 Center Median Barrier:** Several head-on collisions on Interstate 70 near Exit 31 to Horizon Drive prompted the District to contact CDOT about possible counter measures, including a median barrier. The barrier will begin west of the 26 Road overpass and continue east, past the curve just east of the Horizon Drive exit. Construction has begun on this project and is set to be completed by the end of 2018.



# Public Safety

## Public Safety Grants

### ▶ Mesa Inn - 704 Horizon Drive

An outdoor surveillance system plan had been shelved due to cost. The District paid \$750 of the cost, enabling the installation to go forward in August of 2017.

There were 14 arrests in 2017 at the property and 10 arrests in 2018, a 29% decrease.

### ▶ Travelodge - 718 Horizon Drive

District paid \$1000 towards installation of outdoor surveillance system in January of 2018.

There were 18 arrests in 2017 at the property and 18 arrests in 2018.

### ▶ Insight Financial Services - 2793 Skyline Court

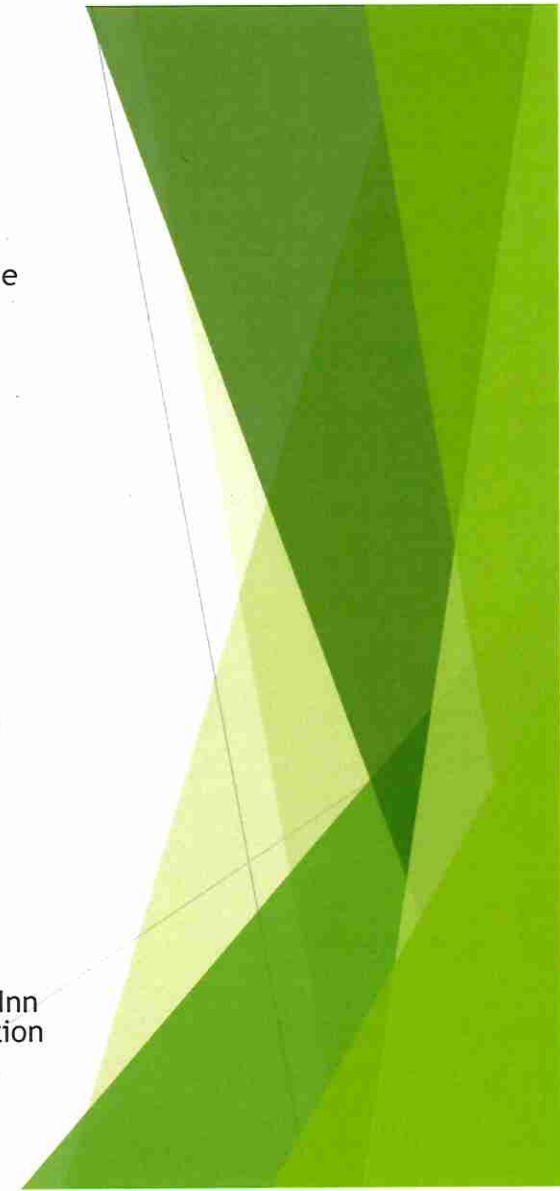
District paid \$497.25 towards installation of outdoor surveillance system in September of 2017.

There were 2 crimes in 2017 at the property (burglary, vandalism) and none in 2018, a 100% decrease.

The Public Safety grants will be offered again in 2019.

## Neighborhood Watch

A Neighborhood Watch group has been formed in the residential neighborhood directly behind Mesa Inn and Travelodge. I have been in contact with the coordinator and attempting to assist in communication between the group and neighboring businesses.



## Phase 3 Curb Buffer Zone Landscaping

Following “Tactical Recommendations” in the Northstar Report to consider a beautification program along transportation routes and entrances to the City that would give “a sense of arrival,” the District financed a plan to gain a more cohesive look as visitors enter the City from the airport. The curb buffer zone was landscaped on both sides of Horizon Drive from the airport roundabout at H Road to the north terminus of Phase 1 with matching rock (crushed rose granite). All property owners were met with and signed Agreements to allow this work, which was completed in March of 2018.



775 Horizon Drive

Before / After

# Horizon Drive Master Trail Plan



The Horizon Drive District qualified for a grant through DOLA to contract with the University Technical Assistance Program to develop a Trails Master Plan for the area. The final plan was presented at the September 19, 2018 District board meeting and approved. This plan was presented to the Urban Trails committee and approved on October 9. We will next present it to the Planning Commission, and finally to City Council as a neighborhood plan to be included in the City's comprehensive plan if approved. On a dual track, the District is meeting with individual property owners to get feedback on the proposed trails and obtain permission for a survey and easements.



# Connectivity

- ▶ **Shuttle Bus to Downtown:** The District is working on a shuttle bus with the City, airport, DDA, CMU, and GVT to provide visitor connectivity to major attractions.
- ▶ **Country Jam:** The District worked with Townsquare Media, organizers of Country Jam, to ensure safe transportation alternatives from Horizon Drive District lodging facilities to the event. A shuttle bus picked up and returned attendees to several locations along Horizon Drive.



A H  
r o  
t r  
o z  
n o  
n



The Horizon Drive District designed and ordered plaques for the sculptures at the two roundabouts on Horizon Drive as well as the underpass mosaic. The plaques were installed by the City Parks Department. The District has budgeted for the “Electric Art” program with the Grand Junction Commission on Arts and Culture. The District is also in discussions with CMU to establish a scholarship program which could provide sculptures by students along trails and streets in the District to link to the popular Art on the Corner program.

## Drainageway Clean-up

- ▶ An effort to clean up the drainage ditch between Bookcliff Country Club (BCCC) and parcels west of Horizon Drive was launched in February 2018. BCCC contributed trucks and manpower. Property owners cooperated by allowing access through their properties. Many truckloads of trash were hauled out.
- ▶ A meeting with GJPD resulted in most of these property owners signing Agreements to allow patrols through the private parking lots. “No Trespassing” signs were installed to discourage “camping.” BCCC General Manager Dan LaRouere reports he has not had any complaints of trespassing or trash in the drainageway since that effort.

## Christmas on Horizon Drive

- ▶ CDOT issued a 5 year permit to allow the District to install Christmas lights in the two roundabouts at Interstate 70 and Horizon Drive. They will be installed after Thanksgiving and remain until New Years Day each year.



2019 Budget

# 2019 Budget

General Fund	2018 Budget	2018 Actuals YTD	2018 Actuals Projected	2019 Budget
<b>FUND BALANCE - Beg. Year</b>	141,473	141,473	141,473	171,058
<b>ESTIMATED REVENUE</b>				
BID's Mill Levy	215,408	192,952	215,408	215,119
Interest	50	12	15	20
Refund, Phase 1				
<b>TOTAL REVENUES</b>	215,458	192,964	215,423	215,139
<b>BUDGETED EXPENDITURES</b>				
<b>GENERAL Operating Expenses:</b>				
Administration				
Financial	3,000	1,920	2,540	3,000
Audit	2,700	2,650	2,650	2,700
Insurance	2,600	2,565	2,565	2,600
Legal	5,000	3,150	4,900	7,000
Payroll Expenses & Ins	66,920	54,156	72,304	76,632
Operations				
Rent & other	7,500	6,202	7,500	7,500
Marketing & Comm.	10,000	3,052	6,000	5,000
Shuttle bus wrap				5,000
Maintenance/repair	5,000	576	1,500	5,000
<b>TOTAL GENERAL Operating Expense</b>	102,720	74,271	99,859	114,432
<b>DISTRICT Services:</b>				
Horizon Drive Corridor				
Planning & Design	4,500	3,851	4,500	50,000
Art on Horizon				8,000
Phase 3 Landscaping	25,000	21,800	21,800	
Broadband	5,000			5,000
Public safety	2,000	1,000	1,000	2,000
Trash Cans	6,000			
<b>TOTAL DISTRICT Services</b>	42,500	26,651	27,300	65,000
<b>CAPITAL Outlay:</b>				
Debt Service	58,679	58,679	58,679	58,679
RAMP Matching Funds				
Light Fixtures				
<b>TOTAL CAPITAL Expense:</b>	58,679	58,679	58,679	58,679
<b>TOTAL EXPENSES</b>	203,899	159,601	185,838	238,111
<b>Net Income</b>	11,559	33,363	29,585	-22,972
<b>FUND BALANCE - End Year</b>	153,032	174,836	171,058	148,086
Reserve Balance (Years of General Operating Expense in Fund Balance)	1.49			1.29

