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WORK SESSION AGENDA
Downtown Development Authority Board of Directors
Town Hall Council| 450 S. Parish Avenue, Johnstown CO
November 9, 2026, at 5:00 PM

1. **Call To Order and Roll Call**
2. **Agenda Items**
    a. **Review 2027 Events**
    b. **Event ROI and Potential New Events**
    c. **2027 Workplan Draft**
3. **Adjourn**
4. **Upcoming Meetings & Events Calendar**

Public Notice
The public is invited to attend all regular meetings or work sessions of the Johnstown Downtown Development Authority. Please call 970-578-9612 at least 48 hours prior to the meeting if you believe you will need special assistance or any reasonable accommodation in order to attend, or participate in, any such meeting.

Downtown Development Authority Board Agenda Item Overview

Agenda Date: November 9, 2026

Subject: 2027 Review of Events

Attachments: none

Presented by: Katie Monroe, Executive Director

Agenda Item Overview:

- Cinco De Mayo – May 1, 2027
- BBQ Days – June 5, 2027
- Fall Fest – September 18, 2027
- Trick or Treat Street – October 30, 2027
- Johnstown Jingle – Dec 5, 2027

These events provide opportunities to bring residents and visitors downtown, support local businesses, and strengthen community connections. Board discussion should consider each event's purpose, anticipated staffing and financial needs, partnership opportunities, and potential impact on downtown businesses. Individual event budgets and any necessary spending approvals will be brought forward as planning progresses.

Plan of Development Alignment:

The event calendar supports the Plan of Development's broader purpose of strengthening downtown vitality by encouraging visits, increasing visibility for local businesses, and creating opportunities for community gathering. Events throughout the year can showcase downtown's identity, encourage repeat visits, and support collaboration among the JDDA, the Town, businesses, and community partners.

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Downtown Development Authority Board Agenda Item Overview

Agenda Date: November 9, 2026

Subject: Return on Investment of Events and Potential New Events

Attachments: Summer and Spring Event Ideas

Presented by: Katie Monroe, Executive Director

Agenda Item Overview:

To discuss the return on investment of downtown events and review proposed spring and summer programming for 2027. Board feedback will help staff prioritize events that encourage repeat visits, support downtown businesses, and provide community benefit while balancing costs and staff capacity.

Plan of Development Alignment:

Evaluating event investment and developing purposeful programming supports downtown economic vitality, business visibility, and community engagement. Events that encourage visitors to enter businesses and return throughout the year can strengthen downtown as a destination for shopping, dining, and gathering. Measuring results will help the JDDA direct its resources toward activities that best advance these goals.

Spring and Summer Event Ideas

Recommended approach: Pair a recurring summer market with an early spring event called Try It Downtown—a downtown discovery day built around hands-on experiences inside local businesses. Together, these provide a regular reason to return and a spring event with its own identity.

Recurring spring and summer events

Event idea	Timing	Reason to return	Business connection
Johnstown Fresh Farmers Market	Weekly June–August	Produce, flowers, bread, eggs, and changing seasonal offerings.	Locate near storefronts and include a downtown dining and shopping guide.
Market & Main Evenings	Twice monthly Summer	A smaller evening farmers market with acoustic music and one rotating activity.	Coordinate extended business hours and dinner specials.
Little Locals Downtown Club	Weekly June–July	Storytime, science demonstrations, crafts, or scavenger hunts.	Rotate participating businesses and encourage lunch or treats afterward.
Learn Something Local	Monthly March–August	Mini workshops in planting, cooking, art, decorating, or practical skills.	Businesses host sessions and introduce their products and services.
Downtown Game Nights	Twice monthly Summer	Outdoor board games, puzzles, lawn games, and friendly team challenges.	Restaurants offer takeout picnic meals; businesses sponsor game stations.
Johnstown Lunch Break	Weekly Summer	A predictable midday gathering with acoustic entertainment and shaded seating.	Feature existing restaurants and advance lunch orders.
Downtown Discovery Challenge	Monthly	Changing clues, window displays, and activities with a season-long completion card.	Introduce residents to businesses they have never entered.
Taste of Downtown	Monthly Spring–summer	A tasting route with rotating small bites and seasonal specials at participating eateries.	Use a tasting passport to bring visitors into downtown restaurants, cafés, and food businesses.

Try It Downtown

Concept: For one Saturday in late March or early April, downtown becomes a collection of short, hands-on experiences. Visitors receive a “What Will You Try?” map and explore activities inside participating businesses and available indoor spaces.

Possible experiences

- **Make something:** Plant a seed, decorate a small item, or complete a quick art project.
- **Taste something:** Try a small sample or watch a restaurant demonstration.
- **Learn something:** Attend a 10-minute session hosted by a local business owner.
- **Discover something:** Follow clues tied to Johnstown’s history, buildings, and businesses.
- **Build something together:** Contribute to a community art installation displayed downtown afterward.

What makes it different: The attraction is getting to try things throughout downtown. Each participating business becomes part of the experience, giving visitors a reason to step inside.

How it creates repeat visits: Each stop provides an invitation to return for a workshop, special offer, or activity over the following four to six weeks. The event could launch the monthly **Learn Something Local** series.

Why it fits early spring

Most activities can happen indoors, with outdoor elements added if weather permits. Start with approximately eight to twelve participating locations and a three-hour event.

Suggested pilot for Board discussion

Pilot one early spring discovery event and six to eight summer market dates. With five major events already proposed for 2027, measure attendance, business participation, repeat visits, and staff workload before committing to a full weekly season.

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Downtown Development Authority Board Agenda Item Overview

Agenda Date: November 9, 2026

Subject: 2027 Work Plan Draft

Attachments: **1.** 2027 Work Plan Draft
2. Plan of Development
3. Puma Workshop Memo 2026-2027

Presented by: Katie Monroe, Executive Director

Agenda Item Overview:

Review the draft 2027 JDDA Work Plan and gather Board feedback on proposed goals, priorities, timelines, and measures of success. Board direction will help staff refine the draft before presenting it for adoption.

The draft translates the Plan of Development into specific actions for 2027 across six goals:

- Strengthen downtown businesses and retail opportunities.
- Deliver signature events that support downtown commerce.
- Improve downtown appearance and welcoming public spaces.
- Prioritize safer and more connected streets and public spaces.
- Prepare for development that preserves downtown character.
- Establish sound governance and operating practices.

Each goal includes objectives, measurable outcomes, budget alignment, and implementation responsibilities. Proposed targets and deadlines are presented for Board consideration. Discussion should focus on whether the priorities are appropriate, achievable within available funding and staff capacity, and consistent with the Board's expectations. Quarterly progress reports will support accountability and identify any needed adjustments.

Plan of Development Alignment:

The work plan provides an annual implementation framework for the Plan of Development's five priority areas: Thriving Businesses; Events and Activation; Beautification, Maintenance, and Safety; Infrastructure and Public Spaces; and Preservation and Development. A sixth goal addresses the governance and operating practices needed to carry out that work. Each objective identifies its connection to the Plan, helping the Board link annual activities and spending to downtown's long-term priorities.

Johnstown Downtown Development Authority 2027 Work Plan

Proposed goals, objectives, outcomes, and Plan of Development alignment. Targets and deadlines are recommended for Board consideration; they are not requirements stated in the Plan.

Goal 1: Strengthen downtown businesses and retail opportunities

Plan priority area: Thriving Businesses

How this goal implements the Plan: This goal implements business retention, networking, marketing, and retail growth strategies. The database and space-sharing work also carry out the near-term action plan.

2027 Objective	Outcome	Plan of Development alignment
Complete the business and commercial property database by June; update quarterly. Track contacts, uses, hours, and available space.	Inventory all identifiable businesses and commercial properties; establish a baseline for future business activity reports.	Chapter 2, Thriving Businesses 4(c–d); Chapter 4, business inventory and retail-space actions.
Conduct 20 business or property-owner visits and four gatherings or educational sessions during 2027.	Document needs, resource referrals, and follow-up actions; use feedback to guide programming.	Chapter 2, Thriving Businesses 1(a, d); Chapter 4, business organizing and support.
Develop a downtown marketing calendar by March; maintain website content and seasonal promotions.	Feature at least 24 businesses; report digital results quarterly against a first-quarter baseline.	Chapter 2, Thriving Businesses 3(a–c); Chapter 4, cohesive marketing strategy.
Explore shared-space, pop-up, and underused commercial space opportunities with owners and Town staff.	Document at least three opportunities or qualified business leads for future recruitment.	Chapter 2, Thriving Businesses 2(a, d–e) and 4(d); Chapter 4, expand retail space.

Budget alignment: $5,000 — Thriving Businesses; Executive Director staff time.

Implementation and accountability

The Executive Director will coordinate business outreach and marketing with Town staff and downtown stakeholders. Quarterly Board updates will track visits, gatherings, database completion, business features, digital results, and spending against the $5,000 allocation.

Goal 2: Deliver signature events that support downtown commerce

Plan priority area: Events and Activation

How this goal implements the Plan: This goal continues the Plan's four signature events and connects them with business promotion. Extended-hours planning advances the evening activity strategy within existing resources.

2027 Objective	Outcome	Plan of Development alignment
Plan and deliver the four signature events.	Deliver four events with attendance estimates and documented expenses, revenues.	Chapter 2, Events and Activation 1(a–b); Chapter 4, signature event transition.
Create an annual sponsorship package and conduct coordinated outreach.	Secure at least $XXXXX in sponsorship revenue, matching the 2027 revenue budget.	Supports delivery of Chapter 2, Events and Activation 1(a). The dollar target comes from the budget.
Include business participation and shopping or dining promotion in every signature event.	Include a business component in all four events and track participating businesses.	Chapter 2, Thriving Businesses 3(c), and Events and Activation 1(a).
Evaluate each event within 45 days using financial results and participant feedback.	Provide four Board summaries with recommendations for the following year.	Implementation measure supporting signature events in Chapter 4; the reporting deadline is proposed for this work plan.

Budget alignment: $30,000 — Cinco de Mayo $10,000; Fall Fest $10,000; Trick or Treat Street $5,000; Johnstown Jingle $5,000. Sponsorship revenue is budgeted separately.

Implementation and accountability

The Executive Director will coordinate events with Town staff, businesses, sponsors, and volunteers. Board summaries within 45 days of each event will report participation, attendance estimates, revenue, expenses, and improvements. Quarterly updates will track the annual sponsorship target.

Goal 3: Improve downtown appearance and welcoming public spaces

Plan priority area: Beautification Maintenance and Safety

How this goal implements the Plan: This goal advances streetscape care and parking education. Year-round lighting directly implements Infrastructure and Public Spaces 4(a–b), although its 2027 funding is classified under Beautification, Maintenance, and Safety.

2027 Objective	Outcome	Plan of Development alignment
Evaluate lighting options with Town staff and property owners by June, including locations, electrical needs, costs, and upkeep.	Present a defined project scope, full cost estimate, and maintenance plan for Board consideration.	Chapter 2, Infrastructure and Public Spaces 4(a–b); Chapter 4, inconsistent lighting action.
Implement approved lighting by year-end, subject to permissions, procurement, and feasibility.	Complete the approved scope within $50,000, or provide a documented phased schedule and funding plan.	Chapter 2, Infrastructure and Public Spaces 4(a–b). The budget and workshop identify lighting as a 2027 priority.
Document shared expectations with the Town for care of lighting, decorations, furnishings, and other public assets.	Assign installation, maintenance, storage, repair, and recurring cost responsibilities before accepting new assets.	Chapter 2, Beautification, Maintenance, and Safety 2 and 3(b); Chapter 4, shared caretaking expectations.
Develop customer and employee parking information with businesses and the Town.	Distribute parking guidance and collect feedback to determine further management needs.	Chapter 2, Infrastructure and Public Spaces 3(a–b); Chapter 4, parking management strategy.

Budget alignment: $50,000 — Beautification, Maintenance, and Safety, focused on year-round lighting; staff time for maintenance coordination and parking education.

Implementation and accountability

The Executive Director will coordinate lighting and maintenance planning with Town staff and property owners. Quarterly Board updates will track project scope, permissions, costs, installation milestones, maintenance responsibilities, and parking outreach. The Board will review project commitments within the $50,000 allocation.

Goal 4: Prioritize safer and more connected streets and public spaces

Plan priority area: Infrastructure and Public Spaces

How this goal implements the Plan: This goal translates sidewalk, accessibility, and crossing strategies into a prioritized investment program. The 2027 scope is inventory, coordination, and funding preparation; construction is a future funding decision.

2027 Objective	Outcome	Plan of Development alignment
Complete a sidewalk and streetscape inventory with Town staff by September, documenting gaps, crossing concerns, lighting, and destination connections.	Produce a mapped inventory with photographs and descriptions of priority needs.	Chapter 2, Infrastructure and Public Spaces 1(a–b), 2(a), and 5(a); Chapter 4, sidewalk gap analysis.
Rank improvements by safety, accessibility, connectivity, business access, cost, and coordination with Town projects.	Present at least five prioritized improvements with preliminary cost information where available.	Chapter 2, Infrastructure and Public Spaces 1 and 5; Chapter 4, sidewalk prioritization.
Coordinate capital project schedules with the Town, including West Alleyway and downtown connections.	Identify combined project opportunities and clarify potential JDDA participation.	Chapter 2, Infrastructure and Public Spaces 5(f); Chapter 4, coordination with Town capital timelines.
Research grants and partnerships for priority improvements.	Identify at least two potential funding sources or partnerships and recommend a 2028 project package.	Enables Chapter 4 sidewalk and infrastructure priorities; funding research is a proposed delivery method.

Budget alignment: No dedicated 2027 project allocation — staff time and Town collaboration. The future-project schedule proposes $50,000 for sidewalk and streetscape improvements in 2028.

Implementation and accountability

The Executive Director will work with Town staff to complete the inventory and rank improvements. Quarterly Board updates will track identified gaps, priority projects, cost information, and funding opportunities. Proposed construction commitments will return to the Board with a funding recommendation.

Goal 5: Prepare for development that preserves downtown character

Plan priority area: Preservation and Development

How this goal implements the Plan: This goal supports property-owner engagement, compatible redevelopment, and historic preservation. Early planning prepares JDDA for future decisions without committing funds to major development or an unfunded historic inventory.

2027 Objective	Outcome	Plan of Development alignment
Maintain communication with Rieder and Held representatives and owners of other priority redevelopment sites.	Hold at least two development coordination meetings and update the Board as plans advance.	Chapter 2, Preservation and Development 2–4; Chapter 4, ongoing property-owner conversations.
Evaluate district inclusion and potential TIF participation with Town staff and advisers when proposals are sufficiently defined.	Prepare a decision brief for each actionable proposal covering Plan alignment, public benefit, finances, and next steps.	Chapter 3, Future Expansion; Chapter 4, redevelopment opportunities and potential TIF support.
Evaluate potential participation in West Alleyway enhancements and other redevelopment opportunities with the Town.	Present scope, JDDA role, costs, and funding recommendations before committing resources.	Chapter 2, Beautification 1(b); Infrastructure 5(f); Preservation 3–4.
Meet with the Historical Society to identify preservation priorities and explore a future historic inventory.	Develop a preliminary scope, potential partners, and a funding approach for future consideration.	Chapter 2, Preservation and Development 1(c); Chapter 4, historic inventory partnership.

Budget alignment: $2,000 — Preservation and Development; staff time and existing professional-service resources. A funded Historical Society partnership is listed for 2029 in the future-project schedule.

Implementation and accountability

The Executive Director will lead implementation with the Board, Town staff, and community partners. Quarterly updates will report progress, spending, measures, governance obligations, and decisions needed.

Goal 6: Establish sound governance and operating practices

Plan alignment: Chapter 3 The DDA; Chapter 4 Immediate Strategy and Start Up.

How this goal implements the Plan: This foundational goal carries forward district start-up requirements and best practices into ongoing operations. It supports all five program areas through clear authority, policies, legal guidance, and public communication. Existing documents and completed actions will be reviewed before new work is assigned.

2027 Objective	Outcome	Plan of Development alignment
Review the Town IGA, service responsibilities, asset and account transfers, and administrative arrangements; resolve outstanding items with appropriate approvals. Conduct ongoing review with Town staff and legal counsel as responsibilities or service needs change.	Document responsibilities and unresolved items by June; review IGA implementation quarterly and terms annually. Track service delivery, reimbursements, signed agreements, and follow-up actions; bring proposed amendments to the Board as needed.	Chapter 4, Town IGAs and transfer of association assets, accounts, website, domains, contact lists, and funds. Ongoing review is a proposed practice to keep the agreement aligned with operations.
By March, review bylaws, Board and staff roles, delegated authority, and outstanding start-up actions with legal counsel.	Present recommended amendments or confirmations to the Board; maintain current governing documents and a register of completed and outstanding actions.	Chapter 3, governing structure; Chapter 4, Board training, bylaws, officers, and start-up actions.
By March, work with counsel to establish a calendar of applicable state statutory obligations, reporting, public meetings, records, and budget deadlines.	Assign owners and deadlines; review the calendar quarterly and track timely completion and corrective actions.	Chapter 4, open records resolution, annual budget and work plan, and legally required start-up actions. Ongoing tracking is a proposed implementation practice.
By June, develop or update operating procedures and policies for spending, purchasing, contracts, financial review, records, and conflicts of interest, with counsel advising on applicable requirements.	Present a policy package for Board action; maintain approved policies and procedures in a central manual and orient Board members and staff.	Chapter 4, administrative and legal start-up framework. These operating tools are proposed methods for sustaining that framework.

Budget alignment: Existing personnel and administrative resources, including $8,000 legal and $5,000 accounting within the $25,000 Admin budget; $3,000 Travel and Training; $850 Memberships and Subscriptions. These amounts are existing budget lines, not additional allocations.

Implementation and accountability

The Executive Director will coordinate with legal counsel, accounting support, and Town staff. Quarterly Board updates will track IGA implementation, statutory deadlines, bylaw review, policy adoption, and unresolved items. Agreement terms will be reviewed annually, with amendments presented as needed.

2026

Plan of **Development**







Johnstown Downtown Development Authority

Johnstown COLORADO

ACKNOWLEDGEMENTS

Town Council

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Mayor Pro Tem Chad Young
Councilmember Damien Berg
Councilmember Jesse Molinar Jr.
Councilmember Dee Anne Menzies
Councilmember Dianne Morris
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Downtown Businesses & Residents

Thank you to all small businesses, property owners, residents, and non-profits who participated in roundtables, project events, or otherwise gave your time to inform this plan.

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Plan Summary

Overview

This document is the official **Plan of Development** for the **Johnstown Downtown Development Authority (DDA)**, a document required by the State of Colorado for a DDA to operate. The plan is based on the **Johnstown Downtown Master Plan (2025)** and serves as a long-term guide for how downtown Johnstown can grow, improve, and thrive over the next **10 to 20 years.** Long-term plans like this are important because they help ensure that short-term decisions—like fixing sidewalks or hosting events—support a bigger, shared vision for the community.

The plan contains four chapters: **Chapter 1** explains the planning process that led to creating the DDA and the plan's relationship to the Johnstown Downtown Master Plan and other Town plans. **Chapter 2** lays out a menu of actions and strategies for the DDA to pursue. **Chapter 3** outlines how the DDA is organized and funded, and **Chapter 4** offers implementation guidance for achieving plan goals over time.

Why This Matters to the Community

This plan is about investing back into downtown Johnstown, guided by community values and priorities. It provides a clear roadmap to:

- Strengthen local businesses and enhance downtown activity
- Create welcoming, safe streets and public spaces
- Celebrate Johnstown's history and character
- Prepare for thoughtful growth

What Is a Downtown Development Authority (DDA)?

A **downtown development authority** is a special, locally governed organization that helps communities enhance their downtowns through projects such as infrastructure (i.e. sidewalks, lighting, and parking), business support, beautification, events, and attracting new investment.

DDAs are used by many Colorado towns to reinvest in their downtowns in a thoughtful and organized way. A DDA is governed by a **local board** made up of 5-11 downtown property owners, business owners, and residents, plus one Town Council member.

A DDA's main funding tool is Tax Increment Financing (TIF). **TIF does not raise taxes or fees and is not a new tax.** Rather, it allows a portion of future **growth in tax revenue** from sales and property values within the DDA to be reinvested in downtown improvements and programs. Meanwhile, taxing entities like the school district and the county continue receiving the same tax revenue they do today, adjusted regularly for inflation and natural appreciation.

In short: **the more successful downtown becomes, the more resources the DDA has to reinvest locally and work on community goals and priorities.**

How Did This Plan Come Together?

This plan builds on years of community planning and input into the Downtown Master Plan. Throughout 2025, the Town and project team gathered feedback on the feasibility of a special district to fund and implement the goals in the Downtown Master Plan. Community open houses, a working group of downtown residents and business owners, workshops with Town Council, and expert analysis all led to the recommendation of forming a DDA.

Key considerations from community input included: **(1) ensuring funding and organizational capacity** to achieve the Master Plan vision (including large projects), **(2) avoiding new taxes** or other costs, and **(3) facilitating a smooth transition from the existing all-volunteer JDDA** (Johnstown Downtown Development *Association*) to a new district that could continue its popular events and programs with stable funding and professional, paid staff.

Key Goals of the Plan

1. Thriving businesses

Strategies include:

- Supporting locally owned shops, restaurants, and services
- Encouraging entrepreneurs, artists, and makers
- Attracting customers downtown through marketing and promotions

2. More activity and events

The plan aims to make downtown active beyond the workday by:

- Continuing beloved events like Cinco de Mayo, Fall Fest, and Johnstown Jingle
- Adding more evening and weekend activities
- Supporting farmers markets, live music, and pop-up events

3. A beautiful, safe, and well-maintained downtown

Strategies include:

- Improving building facades, adding murals, and installing public art
- Enhancing landscaping, trees, lighting, and seating
- Providing extra cleaning, snow removal, and maintenance

4. Better infrastructure and public spaces

Downtown should be easy and enjoyable to navigate. Strategies include:

- Adding sidewalks and improving ADA access
- Creating safer crossings and calmer streets
- Improving parking and wayfinding

5. Preservation and thoughtful development

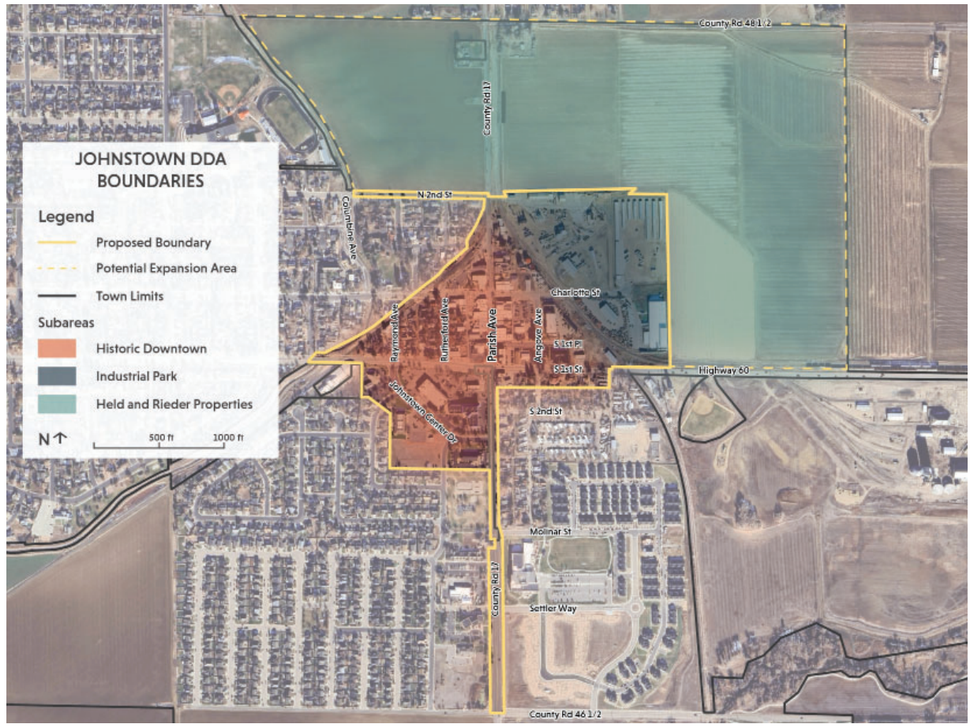
Ensuring growth respects and enhances Johnstown's character is central to the plan. Strategies include:

- Preserving historic buildings and celebrating local history
- Encouraging new mixed-use development that fits downtown's look and feel
- Preparing for future development on the Rieder and Held properties

Priorities and Implementation

The DDA Board of Directors, after completing the administrative steps necessary to begin operating (including Town Council approving this Plan of Development), will work to create a **near term action plan** based on community priorities. Below is an overview of the top priorities outlined in the implementation chapter (**Chapter 4**):

- Taking on responsibilities from the JDDA (Johnstown Downtown Development *Association*), particularly continuing signature events
- Completing sidewalk and other streetscape infrastructure throughout downtown
- Offering more evening activation (entertainment and retail open hours)
- Attracting new retail offerings downtown
- Managing parking
- Preparing for eventual development of Rieder and Held properties



Map of the Johnstown Downtown Development Authority Boundaries



Chapter 01
Plan Background

PLAN BACKGROUND

Overview

This is the official Plan of Development for the Johnstown Downtown Development Authority (DDA)—a document required by the state of Colorado in order for a DDA to operate. This plan builds on the Downtown Master Plan and other downtown plans to provide high-level guidance for DDA decisions over the next 10 to 20 years. Long-term plans are important because they help ensure short-term actions build towards bigger goals. This promotes consistency, accountability, and meaningful progress over time towards the community's desired future.

This plan is meant to:

- Define the mission, vision, and goals of the DDA.
- Describe how the DDA will be organized, including its ability to collect Tax Increment Financing (TIF).
- Offer a menu of strategies and actions based on the Downtown Master Plan and other recent planning efforts for downtown.
- Provide guidance on implementation and prioritization of near-, mid-, and long-term actions.

What is a DDA?

Downtown development authorities (DDAs) are quasi-public agencies established to organize and finance projects and initiatives that enhance the vitality and appeal of downtown areas. DDAs support downtown improvement projects, foster small business growth, and attract investment to create a vibrant and thriving downtown corridor. By facilitating partnerships among businesses, property owners, local government, and community groups, DDAs create self-sustaining organizations designed to champion downtowns for the long term.

The creation and funding of a DDA requires approval by property owners, business owners, residents, and tenants within a proposed DDA boundary. Governance is provided by a Board of Directors comprising these constituents as well as a representative from Town Council. DDAs operate under Colorado Revised Statute 31-25-801, which outlines their powers, responsibilities, and oversight.

How the Plan Will be Used

As the DDA Board of Directors makes decisions, it will look to this plan to ensure it is working towards the community's priorities and vision. Below are a few specific examples of how the plan can be used:

1. Each year, the DDA will draw from the strategies and priorities in this document as it creates its annual budget and work plan.
2. The DDA can use this plan to track, evaluate, and report on progress towards community goals.
3. The DDA can write additional strategic plans and studies that focus on specific goals.
4. The DDA Board can adopt rules and bylaws based on guidance in the plan.
5. This plan can be shared with other organizations and entities working in the area to advocate for actions that align with the community's vision.

This plan is meant to be evaluated and updated every 5-10 years to make sure it stays relevant and aligned with community goals and current conditions.

Project Background

This plan and the proposed Johnstown DDA are a result of the Downtown Improvement District Study initiated by the Town of Johnstown in summer 2025. The goal of the project was to identify—and help create—the appropriate special improvement district to help fund and implement the vision of the recently adopted Downtown Master Plan. The project used the multi-phase process outlined below.

- **Phase 1: Evaluate district options.** The project team assessed the attributes of a business improvement district (BID), downtown development authority (DDA), urban renewal authority (URA), and metro district. This phase included researching past plans, conducting mapping and land use analysis, touring comparable districts in nearby communities, and speaking with downtown stakeholders including residents, business owners, property owners, Town staff, and Town elected officials (see "Outreach and Engagement" section on following pages for more detail). Phase 1 concluded with the recommendation to form a downtown development authority.
- **Phase 2: Refine the best option.** During this phase, the project team drafted the Plan of Development and prepared the legal steps necessary to form the DDA. Phase 2 concluded with Town Council approving an ordinance placing DDA formation questions on a special April 7, 2026 mail ballot election.
- **Phase 3: District formation process**. Phase 3 began when Council approved the election ordinance and concluded with the April 7, 2026 vote approving the DDA. Downtown advocates led the formation campaign while the Town provided educational and voter information.
- **Phase 4: District start-up**. Phase 4 encompassed the administrative process to set up the DDA, such as forming the first Board of Directors, finalizing and adopting the Plan of Development, hiring staff, and other administrative and legal procedures.

Planning Context

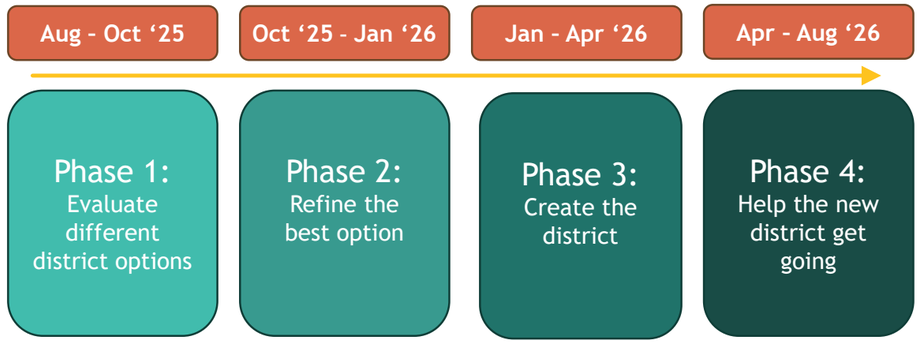
This plan compiles vision, goals, and recommendations from several recent planning efforts that focus on downtown Johnstown, summarized below. By gathering all relevant planning direction in one place, this document provides a "one-stop-shop" for the DDA and other decision-makers seeking guidance on downtown.

Comprehensive Plan (2021)

The Johnstown Comprehensive Plan provides direction to revitalize and maintain a "vibrant historic downtown" with thriving local businesses as the heart of the community, while expanding the extents of downtown as development and redevelopment occurs. It envisions a well-connected downtown with an active streetscape and a mix of uses and amenities that address community needs such as enhanced streetscape, curbside management, year-round activation and entertainment options, and inviting places to gather (p. 43). The plan directs the Town to work with downtown businesses, property owners, and residents to develop a strategy and design approach that includes public improvements, encourages private investment, supports historic preservation, and favors home occupation businesses where appropriate (p. 45).

Downtown Johnstown Branding Guide and Action Plan (2023)

The Downtown Branding project resulted in two documents: (1) an overview of the analysis and extensive community engagement that led to the creation of the brand, and (2) an Action Plan that includes goals and economic development strategies to support the community vision for downtown. These recommendations are guided by the Brand Promise, which calls for revitalization that is resilient, reflects community values of generosity and connection, and that honors the old while embracing the new. The "Local Grows Here" tagline is a call to action to redevelop and reinvest in the historic downtown in ways that support locally-grown values, businesses, and experiences through a commitment to encouraging local entrepreneurship and community-building (p. 15).



Project Timeline

Downtown Master Plan (2025)

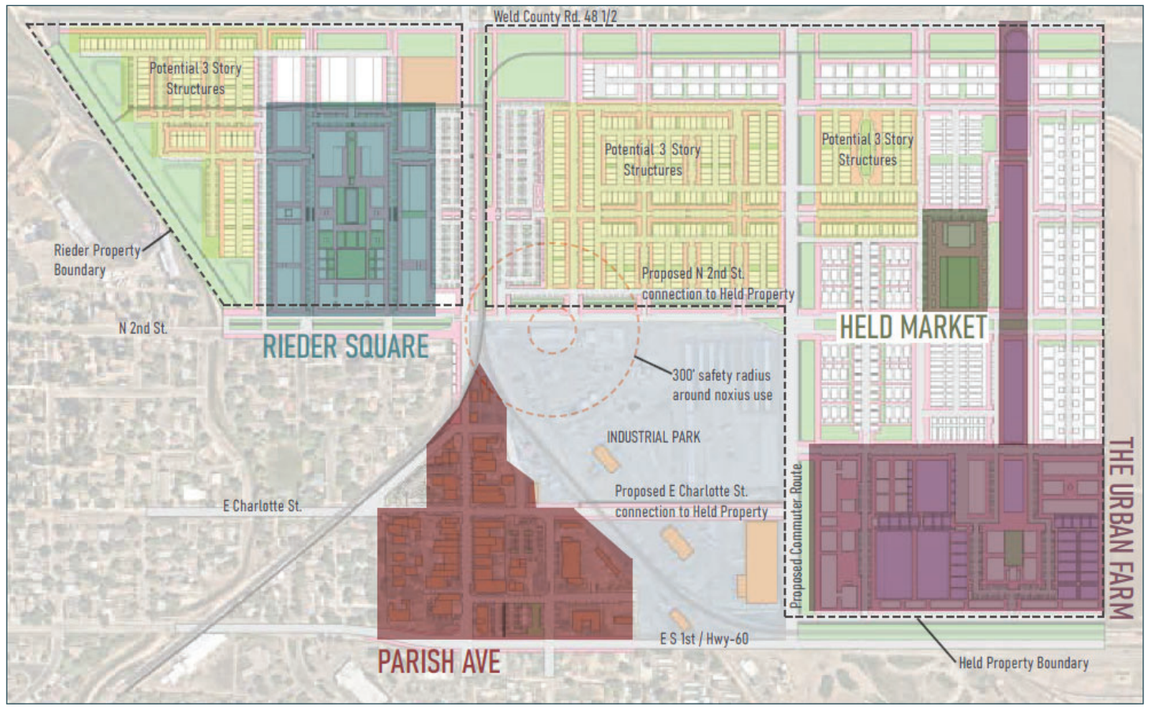
The Downtown Master Plan weaves together a vision for desired amenities in several downtown districts: Historic Downtown, the adjacent Industrial Park, and future development in the Rieder and Held properties. The community priorities for the districts are the guiding principles for the DDA subareas discussed in Chapter 3 of this Plan of Development.

Existing Districts:

- **Parish Avenue (Historic Downtown):** Parish Avenue is the historic heart of the Town. The community vision for this area outlined in the Downtown Master Plan includes: preserving the historic character, enhancing and beautifying the street, attracting new businesses, offering more events and activation, slowing traffic, improving pedestrian and ADA accessibility, and improving parking options. Community priorities are, in order: (1) repair and expand sidewalks, (2) build trails, (3) enhance building facades, (4) add outdoor eating spaces, (5) replace safety bollards, (6) update outdoor seating, (7) upgrade and add more planter boxes, and (8) update street lights and add more lighting.
- **Industrial Park:** The Industrial Park comprises several industrial users directly adjacent to downtown. The community vision includes priorities mentioned above plus extending the downtown street grid via E Charlotte St to connect Historic Downtown to the Held property; buffering industrial uses (sound, odor, and health risks); enhanced landscaping and signage; and eventual redevelopment. Future uses suggested in the Downtown Master Plan include arts and entertainment, light industrial, maker spaces, and office.

Future Districts:

- **Rieder District:** Rieder is the name of the family that historically owned the land. The proposed vision for the property in the Downtown Master Plan is a mixed-use concept that includes retail/commercial, office/flex, housing, indoor and outdoor community spaces, recreational uses, and possible relocation of the JM Post. Community priorities are, in order: (1) community activity area (plaza), (2) public parking, (3) splash pad, (4) community center, (5) artist maker spaces, and (6) performing arts center.
- **Held District:** Held is the name of the family that historically owned the land. The vision for the property is a mixed-use concept that includes small scale seasonal retail/commercial, indoor and outdoor community spaces, preservation/reuse of the existing farm structures, linear parks, an Urban Farm (see below), and housing. Community priorities are, in order: (1) outdoor community plaza, (2) Grange Hall/community center, (3) public parking, and (4) courtyard homes, including encouraging senior housing.
- **Urban Farm:** The Urban Farm is a subset of the Held District envisioned as a functional agri-destination that grows and processes produce. It will host associated uses such as artisanal shops and boutiques, farm-to-table restaurants/cafes, and breweries/distilleries. Community priorities are, in order: (1) new businesses including restaurants and a brewery/distillery, (2) linear parks, (3) community farming, and (4) outdoor plaza.



Map of Downtown Districts (Downtown Master Plan, p. 17)

Limited Market Assessment (Downtown Master Plan, 2024)

The Downtown Master Plan also included a limited market assessment that studied opportunities for downtown Johnstown informed by demographic, economic, and real-estate characteristics in the market area. Key findings included:

- Johnstown has and continues to grow rapidly at a rate higher than the surrounding area. Johnstown experienced an 84% growth rate between 2010–2023, compared to 33% growth in the surrounding market area.
- Johnstown residents have a higher median household income ($114K) and higher rates of homeownership (79%) compared to the market area ($87K and 68% respectively).
- The three largest employment sectors in Johnstown are retail trade (17.8%), leisure & hospitality (16.4%), and construction (13.4%).
- Downtown Johnstown has low vacancy rates, particularly for retail (2.7%).

Outreach and Engagement

In order to gather feedback on the potential special district options, the project team conducted a number of in-person and virtual engagement efforts:

- Webpage hosted on Town website.
- Working Group composed of downtown residents, business owners, and property owners that met monthly September 2025 - January 2026.
- Workshops with downtown business owners, Town Staff, and Johnstown Downtown Development Association (JDDA) leadership.
- Two community open houses (September 16 and November 6, 2025) with invitations mailed to all addresses within the project study area.
- Town Council Study Session and recommendation (October 15, 2025).



Working Group Members Touring the Lafayette DDA

Key Feedback Themes

The following three themes emerged from stakeholder conversations around the best improvement district option for downtown:

1. **Avoid new taxes, fees, or other increased costs** for tenants, property owners, and customers.
2. **Facilitate a smooth transition from the JDDA** to the new district, including continuing the core events and services the JDDA has provided.
3. **Focus on near-term priorities** of attracting new businesses, offering more options for evening activities, and improving infrastructure and safety in downtown.

Recommendation

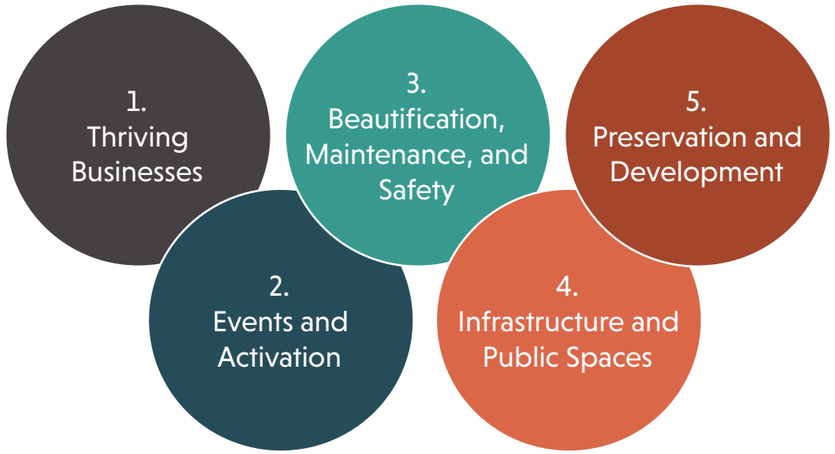
Based on research, analysis, and the key feedback themes above, the project moved forward with the recommendation of forming a downtown development authority. A DDA was found to be best poised to finance and manage both the near-term and long-term goals of the Downtown Master Plan, and its primary source of funding (TIF) does not raise taxes.



Chapter 02
Goals and Strategies

GOALS AND STRATEGIES

The following **five goal areas** compile the strategies and recommendations from the Downtown Master Plan, other recent downtown plans, and findings from the Improvement District Study. By organizing all these recommendations under common themes, this chapter offers a framework from which the DDA can plan its work programs.



Thriving Businesses

Vision:

Downtown Johnstown is home to numerous thriving businesses that offer a wide variety of goods, services, and employment opportunities. At its core are small, local, and unique businesses that reflect Johnstown's small-town feel and agricultural heritage.

1. Promote the retention of existing local businesses.

a. Conduct regular outreach to existing businesses to gather insights into their needs. Develop tailored programs such as technical assistance and resources to stabilize and grow operations.

i. **CASE STUDY: Johnstown Downtown Development Association Quarterly Business Workshops (Johnstown, CO).** The JDDA offers quarterly workshops on topics that small businesses wanted to learn more about such as employment law, marketing, leveraging AI, and retirement and financial management solutions for small businesses.

b. Promote pathways to property ownership.

i. **CASE STUDY: Colorado Springs DDA Loan Program for Tenant Ownership (Colorado Springs, CO).** This program helps business owners located within the DDA buy their existing location or another property downtown by providing low interest loans for up to 40% of the purchase price. *Downtowncs.com/do-business/grants-and-tif*

c. Help build career development pathways through partnerships with local schools and other youth organizations.

d. Support business networking, meetups, and other opportunities to strengthen business-to-business connections.

i. **CASE STUDY: Johnstown Downtown Development Association "JDDA Connect" Program (Johnstown, CO).** The JDDA offers monthly business-to-business networking events for the business community to share information and discuss community updates.

2. Grow the number of locally-owned and operated businesses through a combination of recruitment and entrepreneurship/incubation.

a. Focus on recruiting for downtown's high retail need, especially in food and beverage, apparel/accessories, and professional services (as identified in the Downtown Master Plan Limited Market Assessment). Consider recruiting regional businesses that do not yet have a presence in the immediate area (i.e. breweries, non-franchised restaurants, and boutique shops).

b. Attract new entertainment options and activities for a lively evening and weekend scene. Specifically, work to bring a live music venue near or in Rieder Square.

i. While a dedicated music venue may be far-off, start building interest by helping organize and promote a series of pop-up live music events.

c. Work to grow downtown into a destination for local arts, crafts, and the creative industry. Possible partners include local schools and higher education, arts/crafts guilds, and clubs.

d. Support pathways to entrepreneurship and business incubation, particularly in the categories mentioned above (retail, entertainment, and arts). Explore funding for seed money, technical support, and access to space.

e. See if there is the potential for a mixed-use public market and makerspace in an existing or new downtown Johnstown building that can host special events like art gallery shows, indoor farmer's markets, seasonal craft fairs, as well as creative/maker and pop-up/incubator retail spaces at low rates and with short-term leases to support entrepreneurs.

i. **CASE STUDY: Localworks Clear Creek Makerspace (Wheat Ridge, CO)**. Opened in 2024, the Clear Creek Makerspace contains a community event space as well as offering access to equipment and classes at an affordable and sliding scale price to help nourish local entrepreneurs, develop a skilled workforce, and bring together the creative community. Since launching, the makerspace has had almost 16,000 visitors and helped jump start three small businesses. *Clearcreekmakerspace.com/facilities*

3. Grow downtown's customer base through promotions and marketing.

a. Take responsibility for implementing and caretaking the adopted Downtown Brand, including incorporating the brand into the DDA's organizational identity.

b. Maintain and update the Visit Johnstown website.

c. Launch creative marketing campaigns and promotions aimed at locals and the nearby market area using the Downtown Johnstown Brand.

i. **CASE STUDY: Olde Town Arvada Business Improvement District Marketing Strategy (Arvada, CO).** The Arvada BID drives visitation to downtown businesses through newsletters, social media, a shopping and dining guide, and a contract with a local public relations agency to elevate Olde Town's presence throughout regional media channels. The BID tracks impact and year-over-year marketing reach to tailor each year's strategy. In 2022 they launched their first sustained advertising campaign ("Like-a-Local") with support from other Arvada economic development entities. The campaign featured the stories of nine downtown businesses across 18 unique ads. It included a social media campaign and an I-76 billboard placement during the holiday season. See 2022 Report at *Oldetownarvada.org/about-us*

d. As downtown grows, implement a clear market strategy for each downtown district/subarea that defines desired businesses mix, branding, and programming to ensure districts remain complementary and do not compete with each other.

4. Nurture a business-friendly downtown environment.

a. Act as a liaison with the Town and other appropriate entities to facilitate business permitting and quickly troubleshoot issues.

b. Evaluate the Town's zoning and building ordnances to identify barriers to starting businesses downtown, especially in historic buildings and/or when changing building uses.

c. Work with the Town to keep an inventory of businesses and associated data such as industry, employees, and operating hours.

d. Given the low vacancy rate of commercial space, encourage new commercial development, redevelopment, and creative ways for new businesses to locate downtown, such as acting as "matchmaker" with existing and new commercial tenants who are interested in sharing space. See also ideas for temporary vending in "Activation and Events" and the "market hall" concept in 2.e., above.

Events and Activation

Vision:

Downtown is active and vibrant 24/7 and 365 days a year. This is the place where our community comes together to enjoy a wide variety of events and everyday attractions that celebrate our Town's values and character.

1. Hold signature events that bring people together.

a. Continue to host treasured community events such as Cinco de Mayo, Fall Fest, Trick-or-Treat Street, and Johnstown Jingle.

b. As downtown event activity increases, plan for parking management during events (off-site parking locations and shuttles, street closures) and mitigate impact on nearby residents and businesses.

c. Over time, consider hosting new events that reflect Johnstown's history and character, especially in new parts of downtown as it grows (such as the Urban Farm).

d. Evaluate what improvements could be made to support existing and future downtown events, such as access points for electricity and water.

2. Curate a lively, inviting environment to stroll and linger.

a. Organize an incentive program for rotating window displays and other storefront programs with downtown businesses.

b. Work with property owners on creative ways to activate vacant or underutilized land downtown, such as temporary art installations, pop-up activities, or displays celebrating Johnstown's history.

c. Explore closing N First St (south of the railroad tracks between Parish Ave and Charlotte St) for seasonal pop-up events such as a food truck rally or outdoor market.

d. Offer grants and technical assistance to create, improve, or expand outdoor patio seating.

3. Encourage longer open hours and more activity options later in the day.

a. Promote the existing Targeted Retail Activation Policy & Program to incentivize later open times. Study the program and identify possible program improvements or opportunities to market it more strongly.

b. Work with businesses to build momentum for evening activation by organizing a monthly evening "open hours" event paired with activities and promotions.

4. Offer more year-round attractions catering to a wide variety of interests.

a. Organize year-round farmers and artisan markets.

b. Offer activities and destinations for kids/teens, including safe, fun after-school options for students at nearby schools. Mini-golf and other arcade-style activities are some ideas.

c. Other ideas for new events mentioned in the Downtown Master Plan include concerts, small festivals/block parties, and historic walking tours.

Beautification, Maintenance, and Safety

Vision:

Our community takes pride in a downtown that is attractive, comfortable, and inviting for people of all ages and abilities. Public and private property is well-maintained and necessary repairs and improvements are completed quickly.

1. Foster a beautiful downtown that highlights Johnstown's historic assets.

a. Help promote the Town's existing façade and signage improvement grants, with the goal of eventually taking over administration and funding of the program. Expand the façade program or create a companion program for improvements to residential buildings in the DDA.

b. Support businesses and property owners in improving their alley-facing entrances and facades.

i. **CASE STUDY: Downtown Longmont Alleyscape and Breezeway Project (Longmont, CO).** The City of Longmont and the Longmont DDA partnered on a downtown-wide alley improvement project that included undergrounding utility lines, paving, and new lighting. In conjunction, the DDA reimbursed businesses for a portion of costs associated with improving their rear building entrances. *Downtownlongmont.com/initiatives/development-projects/alleyscape-development-project*

c. Create an incentive program for new murals and support the restoration of any historic mural signage.

d. Use the upcoming Town Arts Masterplan to guide investments in public art throughout downtown and in new development, including interactive art and art celebrating Johnstown's history and character. Rotating art can be a very successful approach as it provides the opportunity to feature different artists and spark ongoing public interest.

i. **CASE STUDY: Art on the Street rotating sculpture program (Lafayette, CO).** Now in its 17th year, Lafayette's Art on the Street is a sculpture-on-loan program in which the Lafayette Public Art Committee selects a new collection of diverse sculptures for display in Lafayette's Old Town each year. The exhibits are integrated into additional activities and promotions for downtown, including scavenger hunts, student art curriculum, a community-wide art competition inspired by the sculptures, and annual awards (including Peoples' Choice). All sculptures are available for purchase at the end of their tenure. *Lafayetteco.gov/562/Art-on-the-Street*

e. Work with railroad owners to find creative ways to highlight the railroad tracks.

2. Nurture a consistent, attractive streetscape.

a. Plant and maintain a robust tree canopy along streets and other public spaces to ensure a pleasant, shaded pedestrian experience throughout downtown. Encourage tree planting on private property and support proper maintenance and caretaking.

b. Update existing street furniture and provide additional benches and seating.

c. Plant and maintain seasonal flower boxes and decorative displays as well as perennial, permanent landscaping.

d. Install seasonal festive lighting and décor during the holidays.

e. As downtown grows, consider how the Downtown Branding and Design Guidelines and urban design elements should be applied to and within the different downtown districts to ensure each district feels cohesively "downtown," yet distinct (in alignment with "Thriving Businesses" strategy 3(d) for creating custom market strategies for each district).

3. Ensure downtown is safe, clean, and well-maintained, especially as activity increases.

a. Provide supplemental cleaning such as snow removal, litter pickup, and regular power-washing of public spaces.

b. Coordinate with the Town on preventative maintenance and responding promptly to necessary repairs of sidewalks, roads, parks, plazas, alleys, and other public areas.

c. Replace existing safety bollards in Historic Downtown.

d. Work closely with the Police Department to quickly address safety concerns as they arise.

e. Offer resources such as CPTED (crime prevention through environmental design) evaluations and grants for existing properties. Ensure CPTED principles are followed in new development.

f. Actively monitor speeds and safety issues along HWY 60, County Rd 17, and any other high-incident areas. Liaise with state and county entities to manage traffic speeds and address other safety concerns. See Infrastructure and Public Spaces section for further recommendations.

4. Mitigate the impacts of the Industrial Park.

a. Work with Industrial Park owners on creative solutions to beautify the transition into Historic Downtown, including incentivizing trees, landscaping, maintenance, and fencing along properties fronting Charlotte St.

b. Consider ways to incorporate industrial character elements into creative placemaking.

c. Encourage industrial users to adopt additional mitigation efforts for odor and noise management.

d. Help reduce the impact of heavy vehicle traffic on downtown while ensuring industrial users have adequate, safe access for their operations. Work towards routing truck traffic via an alternative north-south commuter route through the Held property and E Charlotte St extension, as proposed in the Downtown Master Plan.

Infrastructure and Public Spaces

Vision:

Downtown Johnstown is supported by a complete network of high-quality infrastructure, including reimagined and new public spaces that offer our community and visitors places to gather, rest, and connect with nature.

1. Create a pedestrian-friendly, accessible downtown by completing the sidewalk network and improving ADA access.

a. Install missing sidewalks. Widen/improve inadequate sidewalks to a standard of 5-foot right of way with planters and tree wells adjacent to parking or travel lanes.

b. Ensure ADA accessibility throughout downtown. Expand awareness and uptake of existing façade improvement grants for private property owners to bring building access and exteriors up to code.

2. Connect people to nature by integrating trails and parks throughout downtown.

a. Create safe, easy pedestrian and bicycle connections to nearby neighborhoods, regional trails, and activity centers.

b. Ensure the provision of new parks, plazas, and greenways in the Rieder and Held Properties as they develop, as envisioned in the Downtown Master Plan.

3. Improve access to downtown through parking and wayfinding.

a. Install signage and wayfinding to help visitors navigate downtown destinations and find parking.

b. Monitor parking demand and manage parking access in Historic Downtown, including studying the feasibility of a future parking structure (see page 19 of the Downtown Master Plan). Create and regularly update a Parking Management Plan and Transportation Management Plan.

c. Ensure that potential new parking lots envisioned along County Rd 17 are paired with clear, inviting pedestrian connections to Historic Downtown.

4. Ensure consistent lighting throughout all of downtown.

a. Install distinctive, permanent lighting that is both decorative and functional, such as string lights and distinctive lamp posts.

b. Prioritize updating lighting infrastructure along Rutherford Ave and other downtown areas away from Parish Ave.

5. Ensure safe streets, crossings, and alleys.

a. Implement traffic safety and crosswalk improvements to make all of downtown feel connected and seamless. Emphasize improving access to businesses on the south side of HWY 60/E S 1st St.

b. Continue the downtown street grid through new roads such as extending Charlotte St to the east.

c. Build the proposed north-south commuter route through the Held property as envisioned in the Downtown Master Plan. This route will provide better options for through-travel and heavy vehicle access while reducing traffic along Parish Ave.

d. Make sure public investments along County Rd 17 strengthen its role as a key gateway into downtown and emphasize multi-modal accessibility.

e. Make infrastructure improvements to calm traffic and improve safety along Parish Ave.

f. Continue to pursue improvements to alleys and connections from alleys and rear parking areas to the street.

6. Improve railroad crossings and tracks.

a. Work with the railroad owners to implement solutions for making crossings safer and more pleasant for pedestrians, cyclists, and vehicles.

b. Liaise with owners about proper maintenance and timely response to issues.

c. Advocate for the eventual decommissioning of tracks and offer assistance with any necessary environmental remediation.

Preservation and Development

Vision:

Downtown Johnstown celebrates and cares for its historic assets and small-town feel. New development reflects downtown's existing character and feels like a natural extension of downtown while providing exciting new amenities the community desires.

1. Celebrate and preserve downtown Johnstown's history.

a. Encourage historic preservation/ rehabilitation and adaptive reuse of existing buildings whenever possible. Study zoning and building codes to identify possible barriers.

b. Help owners bring historic buildings up to current codes.

i. **CASE STUDY: Loveland Downtown Development Authority (LDDA) Fire Suppression Grants (Loveland, CO).** The LDDA works with the City of Loveland to offer a fire suppression grant program to bring buildings over 50 years old in the Loveland Downtown District up to current fire codes. The LDDA also collaborates with Efficiency Works, a regional utility entity providing rebates and energy savings programs to building owners. *Downtownloveland.org/dda*

c. Work with the Johnstown Historical Society to inventory downtown's historic assets.

d. Install permanent historic markers and interpretive signs for significant buildings and other sites to celebrate the rich history of downtown Johnstown.

2. Weave key historic characteristics into new development.

a. Ensure new development aligns with historic design guidelines and reflects the existing character of downtown Johnstown.

b. Preserve and adaptively reuse the existing Held and Rieder property farm buildings.

3. Add new commercial and multifamily residential space downtown.

a. Promote infill development and redevelopment in Historic Downtown to reduce the number of underutilized parcels and address the high demand for commercial space.

b. Study a zoning overlay to require ground floor commercial space in new construction in key parts of downtown.

c. Look for opportunities for new residential multifamily uses downtown, especially senior and workforce housing.

d. Ensure the provision of new commercial spaces in the Rieder and Held properties as envisioned in the Downtown Master Plan.

4. Encourage the best mix of uses for a vibrant, active downtown.

a. Study options for leveraging the high number of Town-owned and tax-exempt properties in Historic Downtown. See Appendix A for map.

b. Consider relocation options for the Public Works facility at 201 S 1st Pl and convert the property to a more pedestrian-friendly use appropriate to a downtown.

c. Help the JM Post relocate to new facilities and explore redevelopment options for the existing site.

d. Closely communicate with users and property owners in the Industrial Park to understand their interest in future redevelopment. Focus on adaptive reuse and redevelopment with mixed-use, entertainment, creative, and light industrial concepts as envisioned in the Downtown Master Plan.

5. Build the Urban Farm concept in the Held property.

a. Evaluate options for the DDA or the Town of Johnstown to own the land and lease it to partner-operators. Owning the land can help lower costs for users and make some of the innovative ideas for the farm financially viable.

b. Partner-operators can include a variety of academic, non-profit, for-profit, and public entities. For example:

   i. Work with the Weld RE-5j school district to incorporate agricultural curriculum, produce food for school meals, and other ideas listed in the Downtown Master Plan.

   ii. On-site food preparation and commercial ventures (such as commissary kitchen, food incubator, breweries/distilleries) can support entrepreneurship and job training. This could also be supported by partnerships with CSU and Aims College.

   iii. Explore funding and operational partnerships with West Greeley Conservation District, similar to their support of Greeley's Houston Gardens.

   iv. Reach out to the Colorado Department of Agriculture Markets Division for resources to develop agritourism.

   v. Partnerships with food access and food relief non-profits can expand the funding pool for the Urban Farm to include grants and donations, as well as strengthening the local food system.

c. Consider functional and mutually supportive uses for the DDA on the Urban Farm, such as the opportunity to source flowers for annual plantings.

   i. **CASE STUDY: City Park Greenhouse (Denver, CO).** The greenhouse is a City-run facility that serves as Denver Parks and Recreation's horticultural core by growing and distributing landscape bedding, plants, shrubs, and other ornamental plants for Denver park districts and other city agencies and facilities. The Greenhouse also subleases space to other operators. For example, food nonprofits grow vegetable starts to help feed local low-income families, and the neighboring Denver Zoo grows hibiscus, bananas, and ginger for the animals to snack on. *Denvergov.org/content/denvergov/en/denver-parks-and-recreation/parks/horticulture.html*

6. Build signature destinations and creative spaces for arts and culture downtown.

a. Encourage the construction of artist and maker spaces in Historic Downtown, the Industrial Park, and the Rieder and Held properties as they develop. Work with the Town to identify any zoning or building regulations that could be a barrier to these unique activities, particularly those involving light manufacturing practices, and ensure they do not come into conflict with nearby residential uses.

b. Build a Performing Arts Center in the Rieder property as envisioned in the Downtown Master Plan.

c. Facilitate a community process to determine the best uses for a future Community Center space in the Rieder property, as suggested in the Downtown Master Plan.



Chapter 03
The DDA

THE DDA

The following chapter describes the mission, guiding principles, boundaries, structure, and funding mechanisms of the Johnstown DDA.

The Mission of the Johnstown DDA:

To nurture a vibrant, flourishing downtown Johnstown as the economic, cultural, and social heart of our Town by implementing the community goals in the Downtown Master Plan and guiding future development as downtown grows.

DDA Guiding Principles

Based on the vision and values expressed in the Downtown Master Plan and other recent documents, the DDA will work to uphold the following guiding principles for downtown:

Authentic and genuine. Downtown celebrates its heritage while it looks to the future. Historic Downtown is the "beating heart" of the town, while growth respects and enhances Johnstown's character and values.

Vibrant and welcoming. Downtown brings the community together, offering a range of activities, shopping, entertainment, services, and employment opportunities. The area is lively and active 24/7, 365 days a year and welcomes people of all ages, abilities, and backgrounds.

Walkable and connected. It is easy, comfortable, and safe for everyone to get to and move around downtown. There are smooth transitions and clear connections between the different downtown districts, nearby destinations, and regional trails.

Resilient and responsible. Downtown is positioned to thrive through future challenges and changes. Investment in downtown uses public resources wisely by making decisions that are efficient and sustainable for the long term.

DDA Boundaries, Subareas, and Future Expansion

By state law, a DDA must be located in a municipality's central business district. Given this requirement, the DDA Boundaries below are based on a variety of factors, including zoning, concentration of businesses, location of community-identified priorities in the Downtown Master Plan, and historic development patterns. The boundaries include both commercial and residential properties.

Future Expansion

Owners of property adjacent to a DDA can opt in through a petition process that requires approval of both the DDA board and Town Council. The DDA is intended to expand as new development moves forward in the Rieder and Held properties. Inclusion of these and other new properties into the DDA, and use of TIF in these areas, should be evaluated in terms of how such actions will complete the vision of the Downtown Master Plan and other goals in this Plan of Development.

The DDA boundaries also extend a "flagpole" down County Rd 17. This is to ensure that, as the gateway to downtown and connector to destinations such as the library, Town Hall, and the YMCA, this corridor develops in a way that enhances downtown and increases community access to core services.

Subareas and Priorities

Three subareas are established for downtown Johnstown which have different priorities for the DDA to focus on, based on the districts in the Downtown Master Plan.

Historic Downtown: The vibrant center of downtown and corresponding to the Parish Ave District in the Downtown Master Plan, this area should be stabilized and enhanced to ensure its continued success as Johnstown's "beating heart." This is the DDA's highest near-term priority.

Industrial Park: Included in conversations around Parish Ave in the Downtown Master Plan, the ultimate goal for this area is redevelopment. In the meantime, activities should focus on mitigating the impacts of industrial users, beautifying the area, and making if feel more connected to Historic Downtown.

Held and Rieder Properties: These areas are not yet included in the DDA but are intended to be brought in if proposed development aligns with the Downtown Master Plan. Containing the Held, Rieder, and Urban Farm Districts, the Downtown Master Plan supports developing these properties as an extension of downtown. The DDA should hold ongoing conversations with property owners about joining the DDA in support for concepts envisioned in the Downtown Master Plan such as new parks, trails, parking, community centers, senior housing, and commercial spaces.

DDA Governing Structure

Board of Directors

State Statute requires a DDA Board of Directors composed of at least five (5) and no more than 11 members who either own property, lease property, or live in the district. In addition,

- One board member must be a Town Council member. No other elected official or Town employee is allowed.
- The majority of board members (aside from the Council member) must either own property or live in the district.
- An employee, manager, or appointed agent of a business or property-owning entity is also eligible to serve on the board.

In addition to complying with the legal requirements above, the DDA Board should strive for the following representation:

- At least two (2) small businesses
- At least one (1) resident
- Geographic representation from across all subareas/districts (Historic Downtown, Industrial Park, and the Rieder/Held properties if the DDA expands to include them)



Map of the Johnstown Downtown Development Authority Boundaries

Committees

Committees can help broaden participation in a DDA by involving stakeholders that are beyond the district boundaries. Per State Statute, the chair of a committee must be eligible to serve on the Board (e.g., be a resident, tenant, or property owner within DDA boundaries), but there are no other restrictions on who may participate. The DDA Board should consider creating the following committees:

- Events Committee (meeting quarterly or monthly, as needed)
- Youth Advisory Committee (meeting quarterly)
- Development Committee (meeting ad-hoc to oversee major new proposed developments or projects)

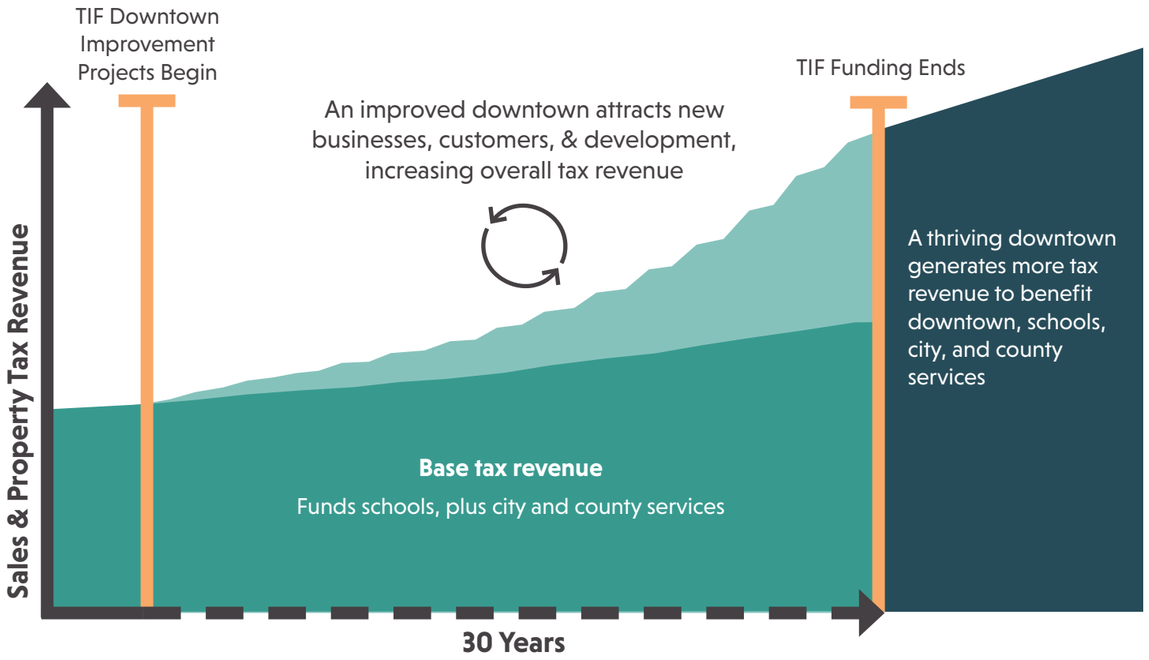
Funding

- The Johnstown DDA is authorized to receive TIF from property and sales tax. In Johnstown, the base year for TIF will be 2025.
- An optional operations tax of up to five mills was not pursued during the initial DDA formation effort. If the DDA chooses to pursue a mill levy in the future, it would require both Town Council approval and a new TABOR election within the district.

Tax Increment Financing

A DDA's primary source of funding is Tax Increment Financing (TIF). TIF is not a new tax. Once TIF is established, future growth in sales and property tax revenues (the "increment") can be kept by the DDA to be reinvested back into the district. The more the area prospers, the more sales and property tax revenue grows, and the more money the DDA has to invest into projects and programs for downtown. Meanwhile, the Town, county, schools, and other taxing entities still get the base amount of tax revenue they were collecting before TIF (adjusted for inflation and appreciation).

A DDA TIF arrangement can last for up to 30 years. After that point, the DDA can ask for a 20-year TIF renewal, but the base property tax revenue is adjusted forward (sales tax base is unadjusted), and the DDA will have to share a greater percentage of future increment with the other taxing entities like schools counties.



Chapter 04 Implementation

IMPLEMENTATION

Overview

The following section lays out a strategy for the DDA based on the priorities identified in the Downtown Master Plan, other downtown plans, and the Improvement District Study. This implementation strategy aims to make the greatest impact on the community's top priorities and set the stage for future success while working with the realities of downtown Johnstown's existing conditions and DDA requirements. Below is a list of these priorities followed by conditions with the greatest impact on their delivery ("Challenges and Considerations").

Top DDA Priorities

- District start-up (both legally required and best practices)
- JDDA transition, particularly continuing signature events
- Completing sidewalk and other streetscape infrastructure throughout downtown
- Offering more evening activation (entertainment and retail open hours)
- Attracting new retail offerings downtown
- Managing parking
- Preparing for eventual development of Rieder and Held properties

Challenges and Considerations

- TIF takes several years for increment to build. Consequently, the DDA will be operating with a low funding stream in the beginning.
- Infrastructure has been identified as one of the top priorities for downtown, which will require significant funds.
- There is a shortage of commercial space downtown (low vacancies), limiting the ability to attract new retail tenants.
- There are a number of town-owned, tax-exempt properties in the DDA boundaries (with non-sales tax generating uses) that both constrain district TIF potential yet offer opportunity.
- The timelines for redevelopment of the Rieder and Held properties (and Industrial area) are unknown.

Immediate Strategy / Start-Up (first 6 months)

The DDA's first months are focused on the administrative and legal requirements for start-up. Foremost of these are hiring an Executive Director (which may be full or part time, and staffed through the Town or contracted independently) and appointing the Board of Directors. It is expected that the Town will facilitate these tasks.

Once the Board is appointed, the following constitute legally required steps (indicated with '*') and best practices for district start-up:

- Training for Board members to ensure familiarity with the Plan of Development and DDA rules and conventions.
- Draft and adopt bylaws. *
- Adopt Open Records Act resolution. *
- Elect board officers. *
- Approve Plan of Development and refer for Planning Commission and Council adoption. Note that TIF may not be used nor may the DDA start on any project until it has an adopted Plan of Development. *
- Draft and adopt any intergovernmental agreements (IGAs) with the Town for support.
- Create first year budget and workplan and refer to Town Council for approval. *

Other practical to-dos focused on branding and the JDDA wind-down/transition include:

- Training/orientation with Executive Director and transfer of JDDA assets such as accounts, website, domains, and contact lists.
- Transfer remaining JDDA funds to DDA. Note that the JDDA will need to take formal action to approve the transfer of funds by their executive board.
- Develop a DDA logo and visual identity aligning with the Downtown Brand Design Guidelines.
- Take over ownership and management of the Visit Downtown Johnstown website. Rebrand with the Downtown Design Guidelines and restructure to reflect DDA management (www.visitdowntownjohnstown.com).

Near-Term Strategy (Two-Year Action Plan)

The DDA should consider adopting a Two-Year Action Plan and incorporate elements into its yearly budgets. Below is a table identifying strategies from Chapter 3 that support work towards the community's top priorities for downtown. Further detail is provided for how the DDA can begin to address these priorities in its first years given the challenges and considerations previously outlined.

Strategies Addressing Top Priorities

Sec.	Goal/Strategy	Details	Partners
BIZ[1]	Continue (and expand) the business organizing and support activities of the JDDA	• Continue holding business meet-ups and trainings. • Review the history of topics offered and poll businesses to identify additional information and events they would find useful.	JDDA, Town
BIZ/ MAIN	Draft a branding and placemaking strategy to balance future downtown districts	• In anticipation of growth in the Rieder and Held properties, work with the Town to draft a market strategy for each downtown district/subarea that defines desired business mix, branding, and activation to ensure districts remain complementary and do not compete with each other. • Also consider how urban design elements connect to and distinguish the districts. Present the final concepts to the property developers to set shared expectations.	Town
BIZ	Work with the Town on baseline metrics and tracking of downtown businesses and activities	• Compile a comprehensive inventory of downtown entities, including: length of tenure, number of employees, industry/ uses and operating hours. In addition to being a core economic development practice, this can be used to make data-informed decisions supporting the priorities of new business recruitment and longer open hours.	Town
BIZ	Find ways to expand available retail space and attract more retail	• Hold conversations with property owners and businesses to identify underutilized space and opportunities to share space. • Research and reach out to home business and mobile business owners in the area to gauge interest in selling products in temporary (pop-up) or shared-space arrangements downtown. • Work with the town on evaluating existing and expanded retail incentives for new businesses.	Property Owners, Businesses, Town
ACT	Pilot an evening activation series	• Work with business owners to identify a standing date for extended open hours (for example, second Saturdays in the summer). • Promote and offer activities and incentives for customers to visit multiple businesses, such as live music, special discounts, or a "passport" punched at each business to win a prize.	Property Owners, Businesses

[1]*Section Key: BIZ=Thriving Businesses, ACT=Activation and Events, MAIN=Beautification, Maintenance and Safety, INF=Infrastructure and Public Spaces, PRES=Preservation and Development*

Sec.	Goal/Strategy	Details	Partners
ACT	Take on organization of signature JDDA downtown events	• Complete the transition from the JDDA for Cinco de Mayo, Fall Fest, Trick-or-Treat Street, and the Johnstown Jingle. Coordinate with the Town on BBQ Day. • Evaluate what improvements could be made to support existing and future downtown events, such as hookups for electricity and water.	JDDA, Town
MAIN	Create a parking management strategy	• Work with businesses and property owners on an educational effort to direct all-day (employee) parking to appropriate public and private spaces, leaving the most accessible parking spots open for customer turnover. • Monitor the success of the initial program and, if necessary, consider time limits (2 or 4 hours) on the most critical public parking spaces. Ensure rules are consistently enforced.	Town, Businesses, Property Owners
INF	Sidewalk gap analysis and advocacy	• Work with CDOT and the Town on their capital improvement project timeline to prioritize sidewalks and intersections in downtown.	Town, CDOT
INF	Address inconsistent lighting in downtown	• Work to make the adjacent residential streets and the businesses located in historic homes feel more connected to downtown. Focus efforts along Rutherford.	Town
PRES	Ongoing conversations with owners of adjacent vacant and industrial land	• Meet regularly with adjacent property owners regarding redevelopment opportunities. • Ensure they understand the Plan of Development and what TIF incentives may be available to them to support projects outlined in the plan.	Property Owners
PRES	Further refine the Urban Farm concept	• Initiate conversations with partners identified in the plan to gauge their interest and needs. • Conduct case study research to gather examples of successful programing, partnerships, and funding. Research could be conducted as a student project in partnership with CSU or Aims College.	Numerous
INF	Initiate planning for trails concepts	• Convene a meeting of the Town, Weld County, and other appropriate entities to understand anticipated trail networks and how new development in downtown Johnstown can be directed to connect to these corridors.	Town, Weld County
PRES	Encourage transition of Town Public Works facility (and other Town properties) to uses more appropriate to a downtown.	• Advocate for a new location for the Public Works facility. • Evaluate reuse or redevelopment options for the existing building that could generate sales and/or property tax TIF. Carefully evaluate the benefits of retaining the land under public control vs. collecting property tax TIF.	Town, Weld County

Additional Key Strategies

Sec.	Goal/Strategy	Details	Partners
BIZ	Develop a cohesive marketing strategy for downtown.	• Work with the Town's Economic Development Department on a centralized marketing campaign to promote downtown businesses.	Town
ACT	Partner with the Johnstown Historical Society for an historic inventory of downtown.	• Stories behind downtown places can provide a foundation for future events, preservation efforts, attractions, and marketing.	Johnstown Historical Society

MAIN	Set shared expectations with the Town for the caretaking of public spaces and assets.	• Create an IGA and supplemental guidelines for the maintenance and management of trees, seasonal plantings, street furniture, decorative elements (banners, light poles), and signage.	Town
PRES	Evaluate existing incentive programs for retail and façade improvements.	• Conduct proactive, one-on-one outreach with property owners to understand their needs and adjust the program to increase uptake.	Property Owners

Mid-Term Strategy (Years 5-10)

With more substantial TIF accumulating, and greater clarity about the future of the Rieder and Held properties, the DDA could consider moving on with the following goals and strategies:

- Fund murals, art, and other placemaking efforts, with a focus on improving appearance of industrial uses, railroad tracks, and crossings.
- Introduce a monthly farmers market and additional events.
- Work with Rieder and Held owners to ensure commercial space and parks/plaza concepts are developed. In addition, help to market new commercial spaces and find tenants.
- Continue to build out the Urban Farm concept, including finalizing partnerships, developing proformas, and securing funding for design phase.
- Work with the Town and industrial property owners on the eastern extension of Charlotte St. Continue to advocate for redevelopment of the industrial area, particularly as other adjacent development moves forward.
- Commission a parking demand study and adjustment parking management plan as needed.

Long-Term Strategies (Years 10-15+)

With time, TIF increment will increase to be able to support a wider variety of projects. The DDA should continue to focus on its core services and programs while introducing increased funding and larger development projects. Much of the DDA's work plan will be dependent on the status of the Held, Rieder, and Industrial properties at this time.

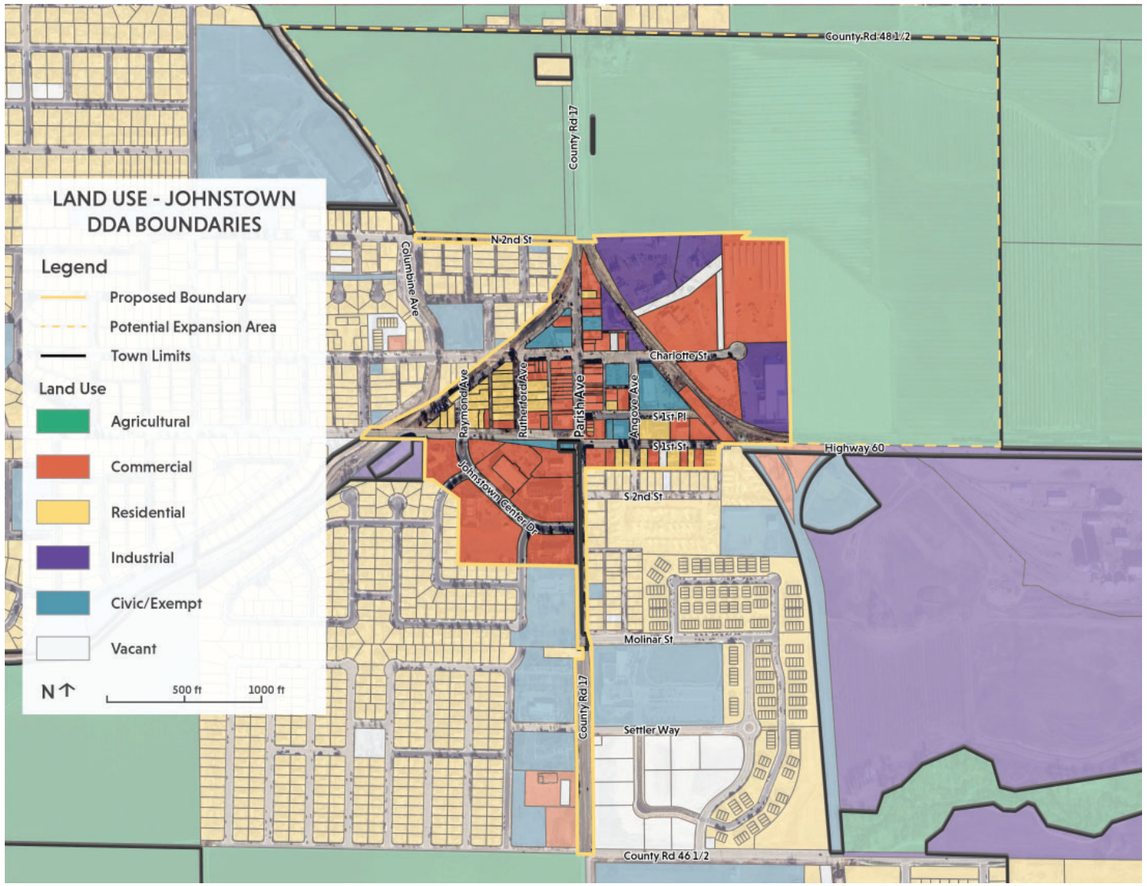
Activities could include:

- Constructing the Urban Farm.
- Assisting with the relocation of JM Post and redevelopment of current site.
- Infill development in Historic Downtown.
- Building the performing arts center in the Rieder property.
- Building new parking lots/structures.

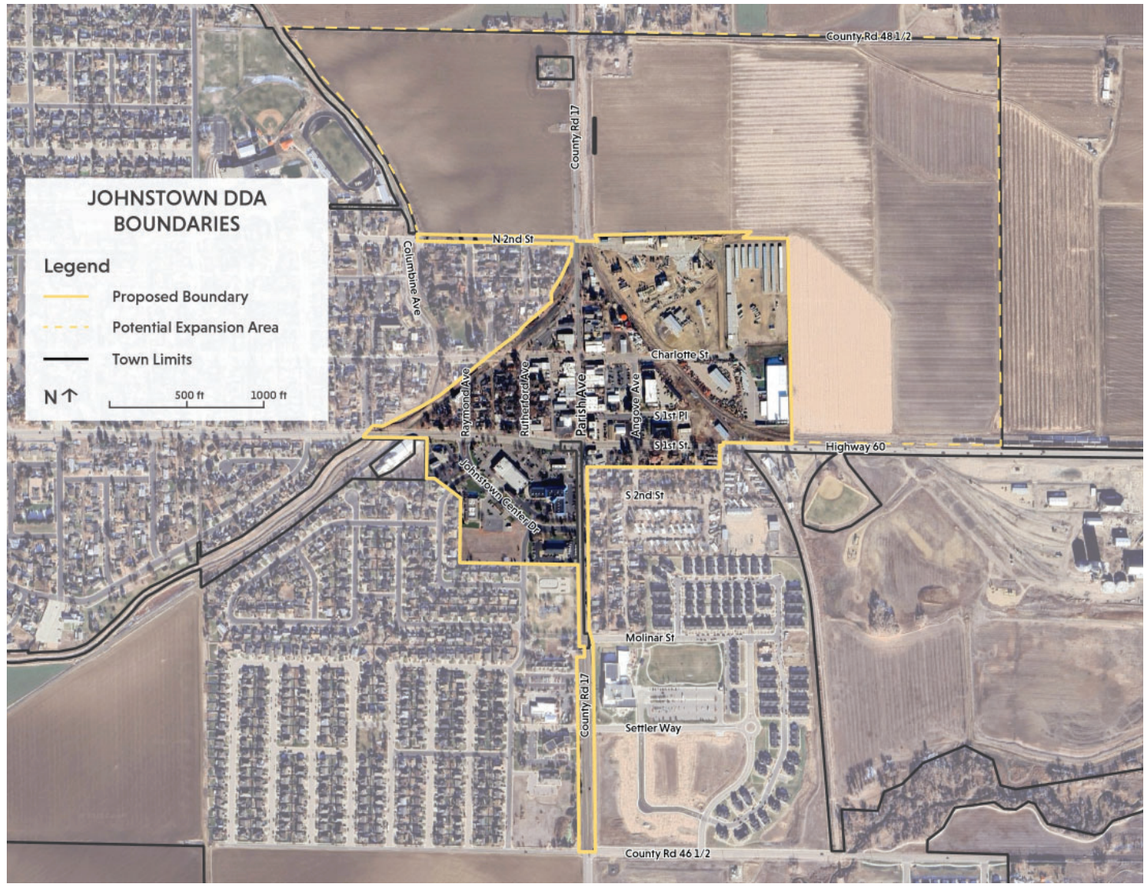
APPENDIX

Appendix A: Land Use and DDA Boundary Maps

Downtown Johnstown Land Use Map



Johnstown Downtown Development Authority Boundaries



PROGRESSIVE URBAN MANAGEMENT ASSOCIATES

P.U.M.A.

September 11, 2026

TO: Sarah Crosthwaite, Town of Johnstown

FROM: Brad Segal, Naomi Lacewell, and Ethan Greene

RE: Johnstown DDA 2026-2027 Workplan and Budget Workshop Memo

Established in 2026, the Johnstown Downtown Development Authority (DDA) serves as the lead public entity for guiding the future growth and prosperity of Downtown Johnstown. The DDA's overall direction is guided by its Plan of Development—a long-term visioning document for how Downtown should grow, improve, and thrive. Beyond the Plan of Development, the DDA requires an annual workplan, aligned to its yearly budget, to direct day-to-day operations. This memo presents the results of a workplan and budget prioritization workshop conducted with the inaugural DDA Board on September 1, 2026.

2026-2027 Workplan and Budget Workshop

To begin the work of the DDA, P.U.M.A. led a workshop with the Johnstown DDA Board to identify high-priority and quick-win actions for 2026 and 2027. Board members were presented with projected budgets for 2026 and 2027 and led through an exercise to discuss and vote on workplan priorities.

The results of the prioritization exercise are summarized below. Actions are categorized into each of the Plan of Development's five key priority areas and are ordered from most to least votes, with vote totals are shown in parentheses next to each action. Instances of four or more votes are bolded, indicating the Board's top priorities.

2026

For the remaining months of 2026 (September through December) the Board prioritized the following actions and initiatives:

Thriving Businesses

- Introduce the Johnstown DDA to the Downtown community through a meet and greet series. Use this opportunity to further gain an understanding of the community's vision for Downtown. **(5 votes)**
- Initiate Downtown marketing activities, like holiday giveaways, website updates, and social media promotions. (3 votes)
- Start work on a Downtown business database tracking metrics like length of tenure, number of employees, industry/use, and operating hours (2 votes).

Events and Activation

- Create an evening activation pilot, such as a pop-up series, to encourage more people to come Downtown in the evenings. (3 votes)

1630 WELTON STREET
SUITE 500C
DENVER, COLORADO 80202
TEL: 720.668.9991
www.pumaworldhq.com

Note: No prioritized initiatives or actions fell under the Beautification, Maintenance, and Safety, Infrastructure and Public Spaces, or Preservation and Development categories.

2027

The Board indicated they would like to continue the activities started in 2026 in 2027. Those activities are noted below.

Thriving Businesses

- Explore opportunities to expand retail availability and offerings to attract more businesses Downtown, such as space-sharing. (3 votes)
- Develop a comprehensive Downtown marketing strategy. (1 vote)
- Carry forward from 2026: Continue a meet and greet series to convene the DDA with the Downtown community.
- Carry forward from 2026: Maintain and update a Downtown business database.
- Carry forward from 2026: Marketing and promotional activities.

Events and Activation

- Carry forward from 2026: Continue evening activations.

Beautification, Maintenance, and Safety

- Explore adding year-round, decorative lighting to Downtown. **(5 votes)**
- Initiate a parking management strategy. (1 vote)

Infrastructure and Public Spaces

- Begin work on addressing sidewalk network gaps and other streetscape improvements in collaboration with the Town. **(5 votes)**

Preservation and Development

- Partner with the Johnstown Historical Society to create an historic inventory of Downtown. Use this inventory to create programming and events (2 votes).
- Beyond the 2026-2027 workplan and budget workshop, an ongoing priority of the DDA is to be in communication with the Reider and Held property owners as development plans for these sites proceed.

Ideas for Further Consideration:

The DDA Board expressed interest in the following activities but needed more information before deciding whether to pursue them, especially as some of these activities could take significant budget resources:

- **Ice rink management:** The Town is considering installing a public ice rink near Downtown for the winter months. The DDA may have an opportunity to support the rink by providing resources for volunteers or paid staff to manage it. Board members were interested but concerned that the proposed rink would not be close enough to the core of Downtown as its proposed location is adjacent to but not in the DDA boundaries. They would be more likely to support this initiative if it was located in Parish Park or some other location closer to the historic core.

- **West Alleyway project:** The Town will be constructing improvements to the West Alleyway in Downtown over the next year, and the DDA could contribute additional public realm enhancements and beautification. Board members were interested, however, the small amount of funding available for Plan of Development Projects in 2026 and 2027 could easily be taken up completely by this project. Board members wanted more information about the project and types of improvements the DDA could fund before making a decision.
- **Supporting redevelopment of Downtown properties:** A few properties may present development opportunities in the next couple of years, and the DDA could choose to incentivize these with tax increment financing. Prospective properties include the Uniscope property, the Quality Liquid Feeds property (which is in negotiations to be acquired by the Town), and the Public Works building (the Town is seeking a different facility for Public Works). Board members wished to remain updated on progress and hear the Town's suggestions for DDA participation.

Downtown Development Authority (DDA) 2026-2027 Projected Budgets

The following section outlines the assumptions behind projected revenues and planned expenditures in 2026 and 2027. These numbers are ballpark estimates meant to help plan the DDA's work and can be refined as more information becomes available.

Revenue

Sales and Property Tax Increment Financing

There is no projected TIF revenue for 2026; DDA TIF revenue is expected to begin in 2027. TIF is projected to grow between 1% and 2.5% annually, which would mean between $17,500-$43,800 in revenue for 2027. An estimated $25,000 is assumed for TIF in 2027.

Town Contribution

To help the DDA get started, the Town is contributing $120,000 in 2026 and $240,000 for the next three to five years, subject to annual Council approval.

Remaining Johnstown Downtown Development Association Funds

The JDDA has agreed to transfer its remaining fund balance of $30,000 to the DDA. This amount is counted in the 2026 budget.

Sponsorship Revenue

It is expected that the DDA will secure event sponsorships, estimated at $10,000 in 2027.

Expenses

Administrative Costs

Administrative costs consist of:

- $10,000 of startup costs in 2026
- Executive Director at $100,000 per year in salary and benefits
- Accounting estimated at around $400 per month

- Legal expenses that are subject to change but estimated at $2,500 for 2026 and $8,000 for 2027.
- Miscellaneous expenses, such as office supplies and monthly subscriptions

Events

The DDA will continue the events of the Johnstown Downtown Development Association. The numbers presented below represent the historical costs of these events.

Plan of Development Projects

The DDA can use the remaining balance to fund projects from the Plan of Development. It is anticipated that some amount of funding will be carried over from 2026 to help fund more initiatives in 2027.

Johnstown DDA – 2026-2027 Budget Framework

Revenues	2026 Budget	2027 Budget
TIF	$ 0	$ 25,000
Town Contribution	$ 120,000	$ 240,000
Remaining JDDA Funds	$ 30,000	$ 0
Sponsorship Revenue	$ 0	$ 10,000
TOTAL	**$ 150,000**	**$ 275,000**
Expenses	2026 Budget	2027 Budget
Admin	**$ 45,000**	**$ 115,000**
Startup Costs	$ 10,000	$ 0
Executive Director	$ 30,000	$ 100,000
Accounting	$ 1,500	$ 5,000
Legal	$ 2,500	$ 8,000
Misc.	$ 1,000	$ 2,000
Events	**$ 10,000**	**$ 50,000**
Plan of Development Projects	**$ 70,000**	**$ 150,000**
Carry to 2027	$ 25,000	
TOTAL	**$ 150,000**	**$ 300,000**

Estimated Costs of Priority Actions

Key	
N/C	No cost (staff time)
$	Up to $10,000
$$	$10,000 to $25,000
$$$	$ 25,000 to $100,000
$$$$	More than $100,000

2026	
DDA Meet & Greet Series	N/C
Initiate Downtown Marketing Activities	$ to $$
Create an Evening Activation Pilot	$ to $$
Develop Downtown Database	N/C to $

2027	
Add Year-Round Decorative Lighting	$$ to $$$
Work on Addressing Sidewalk Gaps (planning)	$$$
Explore Retail Recruitment & Incubation	$ to $$
Historic Inventory of Downtown	$ to $$
Develop Marketing Strategy (planning)	$$$
Initiate a Parking Management Strategy (planning)	$$$
Future Consideration	
Ice Rink Management	$$ to $$$
West Alleyway Project	$$$$
Support Property Redevelopment	$$$ to $$$$

Next Steps

This Budget Memo may be used by DDA staff to create a draft workplan and budget for 2026-2027, to be presented to the Board for their review. In order for the DDA to begin work, a final 2026-2027 workplan and budget must be approved by the Board and by Town Council.