



DOWNTOWN DEVELOPMENT AUTHORITIES

Maintaining a Vital Commercial Core

Colorado Municipal League

JUNE 26, 2025

DO-ER.
DOWNTOWN
COLORADO
inc.



ABOUT DOWNTOWN COLORADO, INC.

Colorado's Downtown Champion since 1982

We are the Doers.

We are committed to building downtowns that are prosperous, equitable, creative, and welcoming. United in cause, we are Colorado's downtown champions.

Downtown Colorado, Inc. provides five core services to organizations and individuals engaged in downtown + commercial district development:

- Advisory Services
 - Educational Events
 - Advocacy and Information
 - BID, DDA, URA Formation+ Training Assistance
 - Colorado Challenge Program
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SUPPORT FOR QUASI-GOVERNMENTAL ORGANIZATIONS

DCI provide education, best practices, and network connections to Colorado downtown champions to foster public-private partnerships.

EDUCATION

- Tax Increment Finance 101
- Annual Colorado TIF Summit
- Board Strategy Sessions

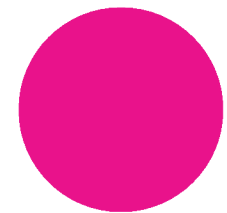
FORMATION SUPPORT

- Guidance on timelines + data needs
- Community engagement + education
- Strategy and consultant referrals

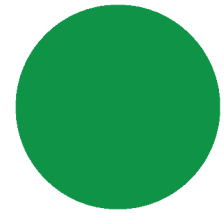
BUILDING NETWORKS

- Regular cohort meetings
- Mobile tours and field trips
- Shared service referrals
- Directory
- Salary Survey

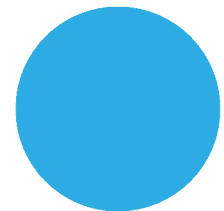
AGENDA



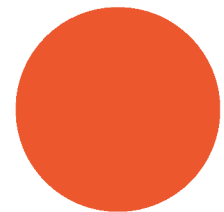
WELCOME + INTRODUCTIONS



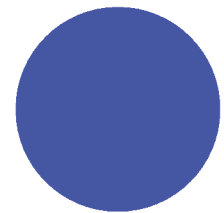
LESSONS LEARNED FROM DOWNTOWN DEVELOPMENT AUTHORITIES



HOW + WHEN DDAs CHOOSE TO USE TIF



STRATEGIC DISCUSSIONS



GROUP DEBRIEF: THEMES + TAKEAWAYS

The image features a white background with decorative geometric patterns in the corners. The top-left corner has a series of thin, light blue diagonal lines. The top-right corner features a cluster of overlapping semi-circles in red, yellow, and blue. The bottom-left corner has a similar cluster of overlapping semi-circles in blue, red, and yellow. The bottom-right corner features a large, light blue curved line and a cluster of overlapping semi-circles in blue, red, and yellow. The main text is centered and reads:



**"PEOPLE ARE
LONGING FOR A
PLACE NOT ONLY
TO LIVE, BUT ALSO
TO LOVE."**

Peter Kageyama



GUEST SPEAKERS



- Troy Bernberg, Northland Public Finance
 - Kat Correll, Downtown Colorado, Inc.
 - Angela Hygh, Brownstein Hyatt Farber Schreck
 - Kimberlee McKee, Longmont DDA Director
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Katherine Correll

"Behind each liability is an asset to be discovered."



Kat is an innovative and creative strategist, who serves as a resource choreographer for local governments, non-profits, and private businesses hoping to achieve more with less. Born and raised in Denver, Colorado, Katherine has worked with development initiatives in Denver, New York, Chicago, Camden, and the Former Soviet Union. Her focus on strategic planning and management focuses on building viable and sustainable private, public, and non-for-profit institutions and programs. Katherine received her master's degree in Public Administration for International Economic Development from Rutgers University and her bachelor's degree in Politics with a Minor in Urban Studies from New York University.

Troy Bernberg



Troy Bernberg is a 19-year public finance veteran, responsible for covering Colorado, the Rocky Mountain West, as well as North Dakota. Troy has worked on over \$2 billion in financing for a variety of borrowers, including municipalities, counties, special districts, education, healthcare, and 501(c)(3) organizations. Troy assists his clients from the plan of finance to closing, structuring the most cost effective and efficient transaction to meet his clients' needs. Specific experience includes work on general obligation bonds, revenue bonds (sales tax, water, wastewater, etc.), certificates of participation/appropriation obligations, as well as tax increment financing, all issued tax-exempt or on a taxable basis.

Angela Hygh



With a broad command of real estate and land use law, Angela Hygh guides clients through complicated, controversial deals that span the public and private sectors. Her experience includes land use, zoning and entitlements, public finance, urban renewal and general real estate work including development, redevelopment, acquisitions, dispositions. Clients rely on Angela's insights to get through development and entitlement processes, including board of adjustment, planning and zoning, affordable housing, and historic designation processes. In the area of urban renewal and public finance, some of Angela's other notable experience includes guiding clients through the process of the creation of urban renewal authorities, negotiation of tax increment finance sharing, and approval of urban renewal plans.

Kimberlee McKee



Kimberlee McKee is the Executive Director of the Longmont Downtown Development Authority. The DDA works to promote, support and develop a vital and valuable downtown. She worked with the community to have downtown designated as a certified Colorado Creative District and under her tenure, more than 600 housing units and more than \$500 million have been invested into the downtown district. Previously she was president of the Downtown Akron Partnership in Akron, Ohio. In Akron she established a clean and safe ambassador program, ran successful community events and extended funding in the business improvement district.

She was awarded the 2023 Vicki Mattox Downtowner of the Year award from Downtown Colorado, Inc. She is currently on the High Plains Bank Board, Visit Longmont Board and volunteers with the St. Vrain Valley School District.

TAX INCREMENT FINANCING

TIF is a financing mechanism that helps community encourage private sector investment around community vision.

DCI provide education, best practices, and network connections to Colorado downtown champions to foster public-private partnerships.

DOWNTOWN DEVELOPMENT AUTHORITIES (DDAS)

- DDAs are created to deter blight in central business districts.
- DDAs can use Tax Increment Financing and can access a mill levy.
- Areas of work are outlined in the Plan of Development.
- There is one defined DDA area in the central business district

URBAN RENEWAL AUTHORITIES (URAS)

- URAs are created to remediate blight .
- URAs can use Tax Increment Financing.
- Urban Renewal Authorities cover the whole municipality.
- There may be multiple urban renewal plan areas in a municipality.

DOWNTOWN MANAGEMENT

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BUSINESS IMPROVEMENT DISTRICTS (BIDS)

- Most basic purpose is to maintain a safe and clean environment
- Management, Marketing, Advocacy, Economic Development.
- All property assessed in a BID must be commercial. Boundary may or may not be contiguous.
- Very flexible entity that can finance improvements and provide services.

DDA

DOWNTOWN DEVELOPMENT AUTHORITIES (DDAs)

Downtown Colorado Inc. (DCI) works with Downtown Development Authorities (DDA) in Colorado to build a stronger network, advocate for effective and well-managed downtown tools, share information and best practices, and provide education and professional development to professionals and communities working with the DDA structure.

DDAs PROVIDE COMPREHENSIVE DOWNTOWN MANAGEMENT

- Clean & Safe Programs
- Events & Marketing
- Business/Property Development
- Placemaking/Design
- Downtown Parking Management
- Business/Property troubleshooting & advocacy
- Infrastructure Projects (alleys, irrigation, electric)
- Connectivity & Access Programs
- Creative District Management
- Business Attraction & Retention

QUICK FACTS







- 19 DDAs in Colorado
- Average 2.9 staff/ 1.5 contract (based on survey respondents)
- Financing can be Property Tax TIF, Sales Tax TIF, or Mill Levy
- Most offer grant programs in their communities

(Based on Survey Responses)



DDA

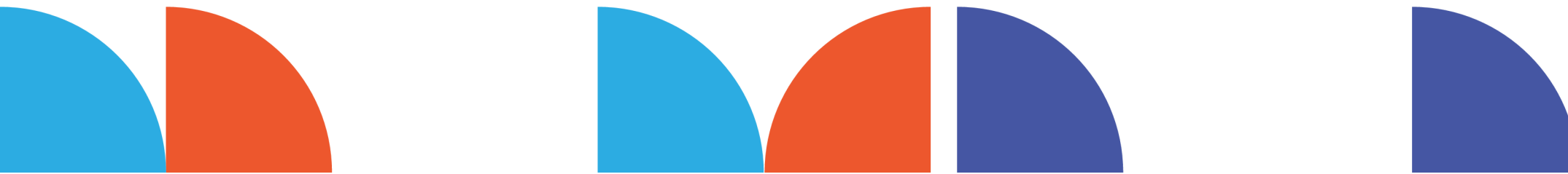
DOWNTOWN DEVELOPMENT AUTHORITY

- Quasi-municipal corporation which is intended to halt or prevent deterioration of property values or structures in Central Business District.
 - Real Estate Development, Infrastructure, Operations.
 - Ability to finance improvements and provide services; can generate mill levy and TIF increment.
 - DDAs do not need approval from other county entities to collect increment.
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DDA STATUTORY AUTHORITY

C.R.S. 31-25-801 et seq.

- halt or prevent deterioration of property values or structures within central business districts
 - halt or prevent the growth of blighted areas within such districts
 - assist municipalities in the development and redevelopment of such districts
 - assist municipalities in the overall planning to restore or provide for the continuance of the health thereof
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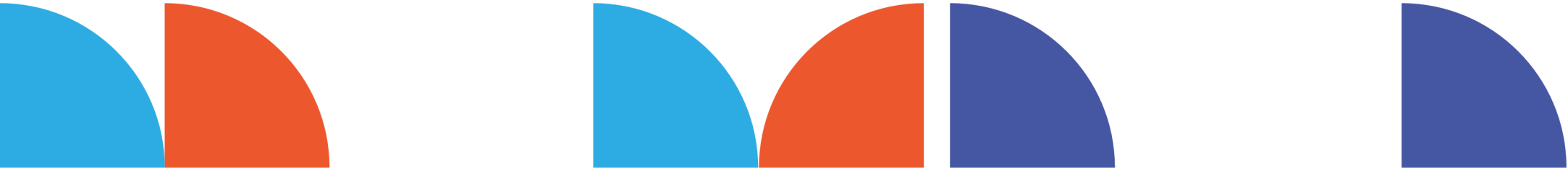
KEY CHARACTERISTICS

- Principal Revenue Source = tax increment (TIF)
 - 30 years instead of 25, option to renew
 - May also request City to impose up to 5 mills on its behalf
 - Requires a vote of “qualified electors” within DDA Boundary
 - Requires vote for formation
 - No independent bonding authority; City issues general or special revenue debt on behalf of DDA
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DDA GOVERNANCE

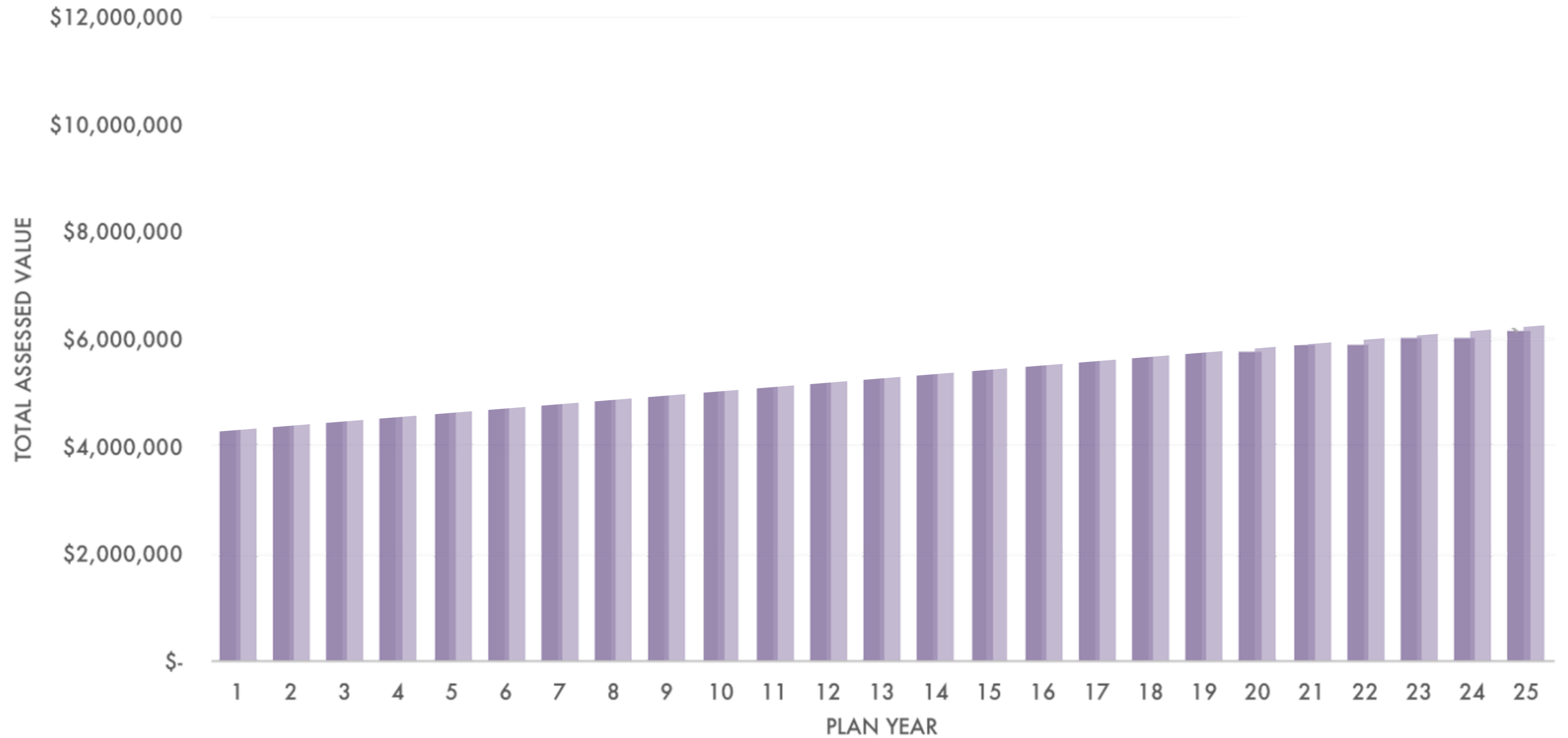


- 5 – 11 members, selected by governing body
 - At least 1 is member of governing body
 - Initial appointments staggered to ensure rolling expiration
 - Four-year terms afterwards
 - Members must reside, own property, or be a business lessee within the boundaries.
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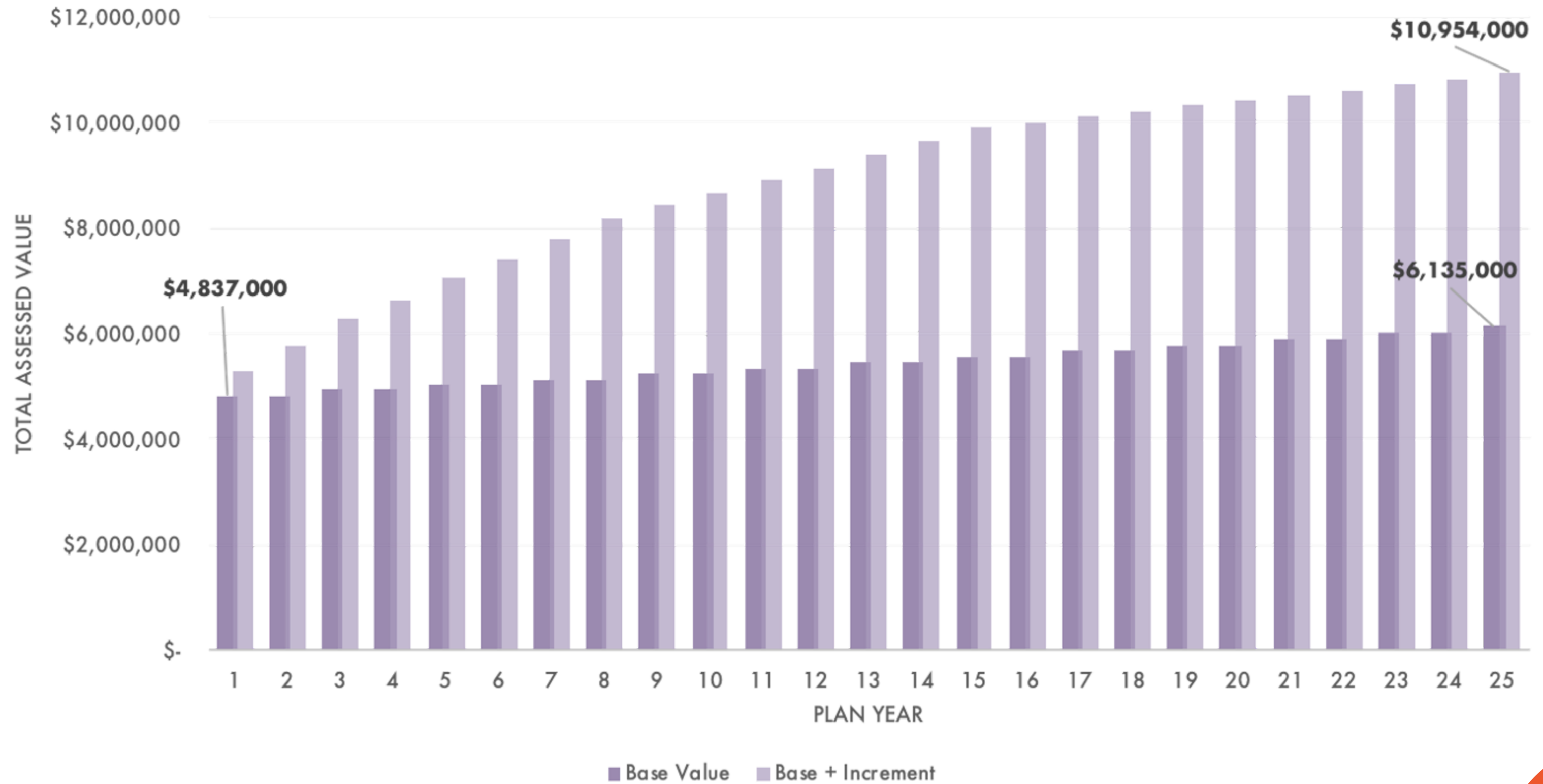
WHAT IS TIF?

- TIF can be sales, property, use and/or lodging tax
- When a Development Plan is adopted, the tax base for the area described in the Development Plan is established
- The existing taxing agencies receive that base amount for the next 30 years
- If any of the taxes increase greater the base amount, the DDA receives the revenue that is in excess of the base – this is increment. This revenue is used to pay any indebtedness incurred for financing a development project within the Development Plan area.

PROPERTY TAX ASSESSMENT

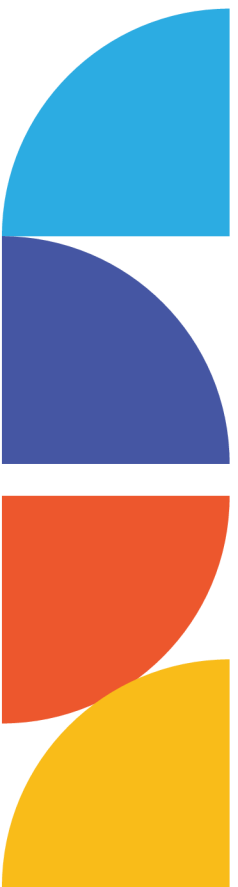




TAX INCREMENT FINANCING





TAX INCREMENT FINANCING

- Increment is NOT a new tax
 - Extraordinary public improvement requirements may be needed
 - Increment does NOT increase tax rates on existing property owners
 - Increment does NOT require that other property owners inside or outside of Plan of Development area contribute to activity
 - Increment captures the additional value created by private investment to put back into the activity
 - Growth pays its own way/Catalyst for Improvements
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EXAMPLES OF POLICIES THAT SUPPORT VISION

- Affordable/Attainable Housing
 - Facade grant program
 - First source hiring
 - Small business enterprise policy
 - Construction employment opportunities
 - Job training
 - Green building
 - Placemaking + project art (enhanced architecture, landscaping, + design)
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- PLACEMAKING + PROJECT ART (Enhanced Architecture, LANDSCAPING, + Design)



PROCESS + TIMELINE TO FORMATION

- Consider boundaries
- Establish communications + education
- Create ordinance
- Formation Election
- Tabor Measure + Debt Authorization
- Establish bylaws
- Wait for your TIF

DDA LESSONS



GOVERNANCE



PROGRAMS



PARTNERSHIPS




GOVERNANCE

- Finding Your Lane: Institutionalizing the Role of the DDA
- Quick Wins: Building and Keeping Momentum (clean + safe, basic marketing)



FINDING YOUR LANE



win-win

**CLEAN
+ SAFE
MARKETING
+ MORE...**



PROGRAMS

- Business Grants – exterior improvement and professional services
- Financial Support for Tourism and Cultural Institutions
- Municipal Infrastructure Capital Investments



BUSINESS GRANTS

GOLDEN OFFICIAL VISITORS GUIDE 2023

Welcome to *Golden* *Where the West Lives*



Maps | Outdoor Guides | Family Fun | Things to Do

DINE • SHOP • PLAY • STAY

SHAPING THE EXPERIENCE

MUNICIPAL INFRASTRUCTURE





PARTNERSHIPS

- Municipal + Maintenance
- Private Sector Developers + Agreements
- Stakeholders + Engagement

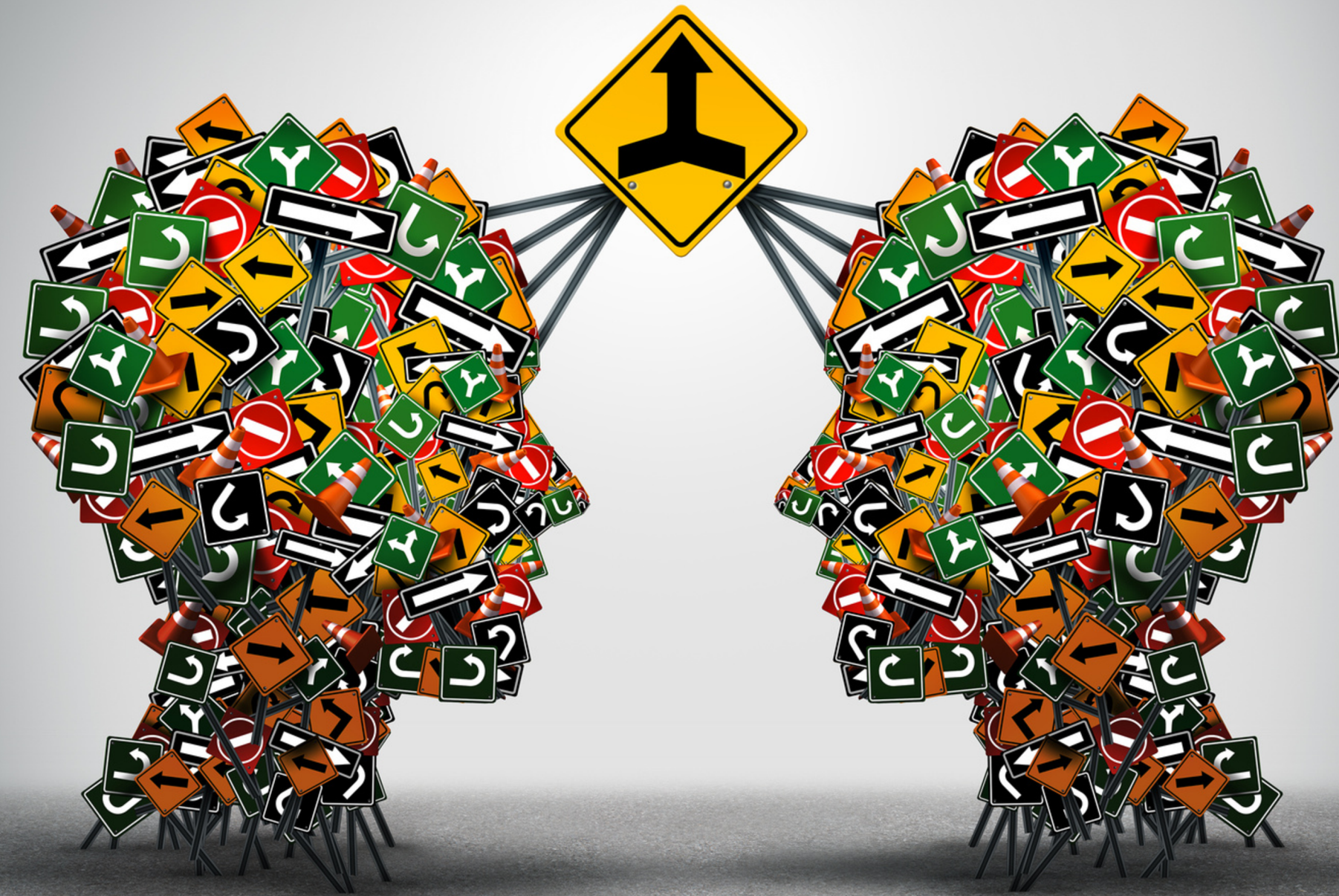
INTERGOVERNMENTAL AGREEMENTS + BEAUTIFICATION



ENGAGEMENT



DEVELOPER AGREEMENTS + ENGAGEMENT



ROOSEVELT PARK



SOUTH MAIN



The image features a light gray background with decorative geometric patterns in the corners. These patterns consist of semi-circles and quarter-circles in blue, orange, and yellow, along with thin gray lines forming arcs and straight lines.

HOW + WHEN TO USE TIF

TOOLS BEYOND TIF


TOOL	USE CASE
Metro Districts	Finance infrastructure; repaid via property taxes; popular for greenfield and master-planned communities.
BIDs Business Improvement Districts	Fund services/improvements in commercial areas; driven by local business owners.
PIFs Public Improvement Fees	Retail-focused; voluntary fee added at point-of-sale to fund improvements.
Bonds e.g., Revenue Bonds	Long-term financing for capital projects; backed by specific revenue streams.
GIDs General Improvement District	Fund services/improvements in commercial + residential areas; driven by local business owners and residents.

TIPS FOR FINANCING

- Be patient + proactive
- Be creative to achieve small successes
- Instill financial transparency with clear lines of communication
- Consider tax increment investment policy as educational tool including flexible guidelines for capital investment and sustainability

TIPS FOR FINANCING

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- Partner with sponsoring/governing municipality
- Economic Development + Finance
- Public Works+ Parks + Rec
- Start up funds

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**"DON'T THINK 'BUILD IT +
THEY WILL COME'; FIND THE
LOCAL LEADERS AND HELP
THEM BUILD 'IT' WHERE
THEY ALREADY ARE."**

Placemaking Leadership Council
Healthy Communities working group"



STRATEGIC DISCUSSIONS

PROPERTY

Identifying and protecting key properties

PEOPLE

Fostering local developer engagement? Who are the “accidental developers”? How do we connect and support them?

PROGRAMS

Retail strategies for economic vitality

PARTNERS

Pathways to TIF + TIF Agreements—when, how, and layered with what other tools?

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UPCOMING EVENTS

- July 10 Merchandizing + Marketing, Grand Junction
- Aug 22 Revive + Thrive | Collaborative Solutions for Business Districts
- Sept 11 Metro Mobile Tour
- Oct 24 Annual Tax Increment Finance Summit, Pueblo
- Oct TBD Safety Training for Downtown Business
- April 1-3 Annual IN THE GAME Vibrant Downtown Event, Grand Junction

The background features decorative geometric patterns in the corners. The top-left and bottom-right corners contain thin, light blue diagonal lines. The top-right, bottom-left, and right-center areas are decorated with clusters of semi-circles in orange, yellow, blue, and dark blue. A large, faint light blue arc is also visible in the bottom-right corner.

THANK YOU



CONTACT DOWNTOWN COLORADO, INC.

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