



# 2010 Status Report Regarding City of Golden 2008 Citizen Task Forces



## EXECUTIVE SUMMARY

The City of Golden's 2008 Citizen Task Forces provided the opportunity for a group of residents to study a specific issue in depth for a limited period of time, and to make recommendations to City Council for policy and investment actions. The three task forces were a significant success in broadening public input and participation. As detailed in this report, the task forces for "Walkability", "Housing Affordability", and to update the 2003 Bicycle Master Plan made several recommendations in their final reports to City Council. City Council used these recommendations for capital planning and policy discussions in 2009 and 2010. A report on 2009 progress was delivered in November 2009. This document updates implementation efforts through October 2010.

The primary message for the end of 2009 and the 2010 efforts has been the impacts of the great recession that gripped the country during that time, and the impacts on Golden's capital investment activities that may be felt for years to come. In spite of the recessionary impacts, Golden was able to make reasonable progress in 2010, and will strive to continue in coming years.

### ***Summary of Walkability and Bike Implementation Highlights***

City Council approved new investment of approximately \$1.6 million for the Jackson Corridor project and continued walkability and bike improvements for 2010, in spite of reduced revenues and recessionary conditions. Notable outcomes included:

- Major Accomplishments: Many projects were completed and some started this year:
  - The completion of construction for the US 6 trail and bridge from 19<sup>th</sup> Street to Clear Creek, and the joint Green Mountain/ Fairgrounds trail (Golden Bluffs Connector) with Lakewood and Jefferson County.
  - Construction of the very significant Jackson Street corridor pedestrian and bike improvements.
  - Planned completion of the Washington Avenue sidewalk improvements from the SH 58 bridge to 6<sup>th</sup> Street.
  - Adoption of a "Complete Streets Policy" by City Council in order that road improvements also address the needs of pedestrians, cyclists and transit.
  - Submission of a grant application to fund the pedestrian bridge to connect over US 6 to the light rail station.
  - Continued smaller efforts to promote biking in Golden.
  - The City received the bronze award from the League of American Bicyclists recognizing Golden as a Bicycle Friendly Community.
- Suggested 2011 and 2012 priorities: Based upon the task force reports, some of the projects for potential consideration in 2011 thereafter (as funds become available) would include:
  - Moving forward with signage and pavement markings for bike lanes and routes, including the "green bikelane" along Jackson Street that is also a data collecting project requested by the Federal Highway Administration, and installation of "sharrows" and other pavement markings to delineate shared use areas.

- Connecting the 24<sup>th</sup> Street improvements east and west from Jackson Street, and South Golden Road improvements from the high school to Johnson Road.
- Starting to design the North Washington improvements.
- Starting to plan for Colfax Avenue and Heritage Road improvements, including possible cycle track or off street path for Colfax linking Heritage Square to Colorado Mills.
- “Bike corrals” for parking downtown during warmer months.
- Seeking other grant opportunities for a pedestrian bridge to connect to the light rail station, if the fall 2010 application is not successful.
- Establishing bike count system to track bicycle traffic annually per the Council metrics program.
- Communication efforts regarding behaviors to enhance safety for all users (motorists, bicyclists and pedestrians).
- Work with Police Department on enforcement issues and training.

### ***Summary of Housing Affordability Implementation Highlights***

The recommendations of the Housing Affordability Task Force were supported by the following.

- Major Accomplishments: Several recommended programs and projects are underway:
  - The 56 unit affordable rental project for individuals and families near West 10<sup>th</sup> Avenue and Johnson Road started construction late in 2009, and was completed in fall 2010.
  - Funding and local approvals for an affordable senior rental project at 2200 Jackson Street were secured in 2010, with a planned 2011 construction start.
  - Adoption of Zoning Code amendments to allow accessory dwelling units.
- Suggested 2011 and 2012 priorities: Based upon the task for report, the main task force suggestions for the coming years include:
  - Preparation of a Comprehensive Housing Needs Assessment similar to the one initiated by Jefferson County in 2003. This evaluation and resulting documentation will be critical to the long term measurement of need and progress toward meeting performance measures and outcomes.
  - Increased effort to market and communicate about available programs, and continued funding for such programs, and more investigation into programs or opportunities to encourage ownership opportunities for moderate income households.
  - Preparation of a broad survey of local employers to determine wages and city of residence for the Golden workforce. With better information about the housing need and opportunities for the local workforce, the City will be in a better position to increase opportunities for this vital segment of the community, and also help meet sustainability goals regarding transportation and reductions in annual vehicle miles traveled.

Funding for the walkability and bike improvements is primarily through the Capital Improvement Program. Staff is investigating whether the proposed housing needs assessment and employer survey can be achieved with CDBG funding.

## **BACKGROUND ON 2010 CITIZEN TASK FORCES**

In early 2008, the Golden City Council embarked on a new era of citizen input and engagement. City Council identified three specific areas of policy where there was an opportunity to employ appointed citizen task forces in the review of a specific policy issue and the development of citizen based recommendations that would be transmitted directly to City Council. The three identified policy topics for these task forces were “walkability”, “housing affordability”, and the update of the City’s Bicycle Master Plan. Council set a number of goals for the three task forces, including the engagement of a new and broader segment of the community to add to the citizens that traditionally volunteer for standing boards and commissions, and the demonstration of transparency and accessibility of Council to citizen groups and interests. The three complete 2008 task force reports are available on the City web site at [www.cityofgolden.net](http://www.cityofgolden.net) .

This Task Force Implementation Report was prepared under the direction of the City of Golden Planning Commission, and was presented to City Council on November 4, 2010. For additional information on the report, or the 2008 Citizen Task Forces, contact the City of Golden Planning and Development Department at 303-384-8097 or [planningcommission@cityofgolden.net](mailto:planningcommission@cityofgolden.net) .

### ***Walkability Task Force Introduction***

The first of the task forces to be appointed was the Walkability Task Force. The Walkability Task Force was created by City Council Resolution 1837 on February 14, 2008. In creating this Task Force, City Council charged the Task Force to:

- a. Identify the major remaining walkability barriers in the community and the major opportunities for enhancing walkability;
- b. Provide specific recommendations to the Golden City Council and staff for the 2009- 2018 Capital Improvement Plan that will make it easier for citizens of all ages to walk for recreation and as an alternative method of transportation.

City Council further directed the Task Force in its consideration of projects for inclusion in a prioritized list to look first to walkability to schools, secondly toward walkability as an alternative method of transportation, and thirdly as additional recreational opportunities. The Task Force began meeting on April 15, 2008, and met weekly until the completion of its formal report on August 14, 2008.

### ***Bike Task Force Introduction***

The Bicycle Task Force (BTF) was established by City Council of the City of Golden by Resolution 1852, adopted April 10, 2008. City Council established the BTF to update the 2003 Bicycle Master Plan and accomplish four main goals:

- a. Review the City of Golden Bicycle Master Plan;
- b. Assess any conditions that have changed since the plan was adopted in 2003, including progress made in completing the improvements identified in the plan;
- c. Provide specific recommendations to City Council and staff identifying any recommended updates to the plan; and

- d. Provide specific recommendations to City Council and staff for the 2009 – 2018 Capital Improvement Plan that will make it easier for citizens of all ages to bicycle for recreation and for transportation.

The BTF received direction as to priorities for recommendations from Section 3 of Resolution 1852, which directed the task force to “ look first to the ability of students to bike to school, secondly toward bicycling as a general transportation option and thirdly for recreation.” The task force met regularly throughout the spring and summer of 2008 and presented its recommendations in September, 2008.

### ***Housing Affordability Task Force Introduction***

The third of the task forces to be appointed was the Housing Affordability Task Force. The task force was created by City Council Resolution 1845 on February 28, 2008. In creating this task force, City Council charged the task force to:

- a. assess the current and projected availability of and need for a diversity of housing options in Golden;
- b. identify any key information gaps and promptly work to fill those gaps;
- c. clearly define the key housing affordability challenges in Golden, if any, that the task force believes the City Council should target;
- d. evaluate the wide range of potential housing affordability program options for cost and potential effectiveness in terms of the targeted housing affordability needs; and
- e. based on this evaluation, prepare and present to the Golden City Council a report describing the task force’s findings and specific recommendations for a housing affordability program or programs that will help ensure the availability of diverse quality housing options.

City Council further directed the task force in its deliberations to consider:

- a. the housing affordability needs in Golden as identified by the task force;
- b. the relationship between programs under consideration and other identified community goals and policies, including the Residential Growth Management program, known as the 1% Growth System;
- c. the fiscal impact of programs under consideration, both in terms of initial cost and ongoing cost;
- d. ongoing city responsibilities associated with the programs;
- e. the likely effectiveness of the programs under consideration for addressing the identified needs, and
- f. the likely viability of the programs under consideration.

Council asked the task force to make a good faith effort to ensure that its recommendations are consistent with those of the City of Golden’s Comprehensive Plan, adopted neighborhood plans, and other adopted community plans, and to identify in its final report any significant inconsistencies. This task force also met regularly throughout the summer of 2008, and presented its report to Council in late September, 2008.

# IMPLEMENTATION STATUS

City Council actions regarding the various task force recommendations, and funding decisions for programs and capital projects continued throughout 2010, and are expected to continue into future years. This section details the status of the major recommendations of each task force, and also provides task force comments and suggestions regarding implementation steps.

## Walkability Task Force Implementation Status

The recommendations listed below are summarized from the Task Force Report. The status comments were drafted by City staff.

### 1. Capital Improvement Priorities

The Walkability Task Force identified almost 80 capital improvement projects that would improve walkability in Golden. Members ranked their top 15 projects, which in turn were combined using a weighted ranking system to elicit the Task Force's top 15 capital improvements priorities for inclusion in the 2009 - 2018 Capital Improvement Plan. The top fifteen were ranked in terms of importance for access to schools, alternative transportation hubs, and recreational trails. The top 15 are listed below with their status as of fall, 2010.

#### **Priority #1: Jackson Street corridor (13th St to 24th St, including transition from Ford/13th St.)**

**Status:** Complete as of 2010.

#### **Priority #2: 19th Street/US6 Intersection**

**Status:** Complete as of 2009

#### **Priority #3: Ford Street (7th to 10th Streets)**

**Task Force Recommendations:** The task force recommended that the City utilize underground utility fund to bury lines and eliminate utility poles in the middle of the sidewalk. Add a sidewalk on the east side of the street. If size allows, expand width of west side sidewalk. Add a crosswalk to help pedestrians reach the pedestrian bridge.

**Status:** Initial cost estimates have been prepared. This project is now shown in the placeholder category of the 10 year CIP .

#### **Priority #4: Enhanced pedestrian crossings where multi-use trails cross major streets. Add a marked crosswalk at 9th St. and Ford St. and Washington Ave.**

**Task Force Recommendations:** The task force recognized that locations where heavily used trails cross major streets present tremendous potential opportunities for accidents as large numbers of pedestrians (and cyclists) intersect with large numbers of motor vehicles. The locations and current status of various trail crossings include:

- Clear Creek Trail crossings at Washington Ave. and Ford St. - **No action**
- Tucker Gulch Trail crossings at 10th St and 7th Pl. - **Cost estimate done**
- US6 Trail crossings at Jefferson County Pkwy and 19th St. - **No action**
- Clear Creek Spur trail crossing at 8th St. - **No action**

- Bridge access to Tucker Gulch Trail crossing at 9th St/Ford St. and 9th St./Washington Ave. - **Ped study done at 9<sup>th</sup>/Ford—not enough ped activity to warrant a marked or signed crossing**
- Kinney Run Trail crossing at Kimball Ave. Completed new raised trail crossing with Kimball/Crawford narrowing project. **Complete except**
- C-470 Trail crossing at West Colfax Ave. - **No action**

#### **Priority #5: Enhance Walkability of South Golden Roundabouts from Johnson Road to Ulysses Street**

**Task Force Recommendations:** The Task Force contracted with Glatting Jackson to hold a workshop in September 2008 to develop more specific recommendations regarding improvements at roundabouts. The resulting recommendations included the relocation of the crosswalks further away from the roundabouts in cases of two lane roundabouts, additional pedestrian ramps in some locations, and minor landscape adjustments to improve visibility.

**Status:** In late 2009, Public Works staff prepared a cost estimate and speed study for the proposed relocated crosswalks and determined that by relocating the crosswalks further from the roundabout, vehicle speeds at the crosswalks would be higher than at the current locations. Dan Burden from Glatting Jackson was consulted and agreed that requiring pedestrians to cross where vehicle speeds are greater would decrease safety. Council was briefed on this matter on December 3, 2009. Landscape changes to improve sight conditions have occurred, and will continue as needed.

#### **Priority #6: South Golden Road (Johnson Road to new roundabout at High School)**

**Task Force Recommendations:** South Golden Road, from the high school roundabout to the Johnson Road roundabout, is very wide and difficult to cross. Install traffic calming devices, island refuges, and enhanced pedestrian crossings, especially near the bus stops and at intersections with Grand Ct., Sunset Dr., and Rimrock Dr.

**Status:** This portion of South Golden Road is scheduled for a paving project in 2011 or shortly thereafter. Due to the width of roadway, bikelanes will be accommodated without affecting the curbs or street width.

#### **Priority #7: Washington Avenue (10th Street to State Highway 93), including Crosswalks on Washington at 2nd and 5th Streets**

**Task Force Recommendations:** The Task Force believed that the Washington Avenue Master Plan previously developed by the City needs to be expanded in scope so that it extends from CO 93 on the northern edge and 10th Street on the southern end. Complete sidewalks need to be installed on both sides of the street to facilitate pedestrian access—ideally 8+ feet in width.

**Status:** Not currently funded. Staff recommends this project as the next major bike and walkability project.

#### **Priority #8: 24th St. (Illinois to East Street)**

**Task Force Recommendations:** Consider making 24<sup>th</sup> look like Illinois St. with wide detached sidewalks on at least one side, possible addition of bike lanes, and alternative parking arrangements. Install an enhanced



crosswalk across Ford St. and Jackson St. at 24<sup>th</sup> for students reaching Golden High School from the East St. neighborhood. Students will not walk out of their way to the new roundabout to cross.

**Status:** Discussions of this project were included in a February 11, 2009 open house discussion of the Jackson Street corridor and the South Golden Road recommendations above. Not currently funded.

**Priority #9: Northwest corner of Illinois and 19th Street**

**Status:** Complete as of October 2009.

**Priority #10: Eighth Street (Washington Avenue to Golden Recreation Center)**

**Task Force Recommendations:** The City should narrow the street and add sidewalks.

**Status:** A 2009 project included a combination of paving and striping to address the westerly section most in need of attention. No funding is in place for additional action.

**Priority #11: Sidewalks on West Colfax Ave. and Rooney Rd. to soccer fields**

**Task Force Recommendation:** Construct sidewalks along Colfax between Zeta St. and the entrance to Interplaza complex. Extend sidewalks along at least the west side of Rooney Rd. from Colfax to the soccer fields to provide pedestrian access from the nearby neighborhoods and to connect to the C-470 multi-use trail.

**Status:** No funding is in place for additional action. Staff recommends that this project along with Heritage Road be considered after North Washington Avenue.

**Priority #12: 10th Street (Washington Ave. to Lions Park/Golden Community Center)**

**Task Force Recommendations:** Wider sidewalks should be installed along 10<sup>th</sup> Street—especially on the south side of the street by Lions Park and the tennis courts. Given the prominent location, brick or painted concrete with additional plantings would help improve the appearance of this prominent gateway. The current in-street plantings should be reviewed to determine whether further enhancements can help narrow the crossing distance for pedestrians and provide more pedestrian-friendly crossing islands. A marked crosswalk is needed at Cheyenne near the library, which sees high use—particularly during the farmers market.

**Status:** The Clear Creek Corridor master plan repeats many of the above recommendations. No funding is in place.

**Priority #13: Northeast and Northwest Corners at 12th and Jackson Street**

**Task Force Recommendations:** The task force believed that the curb ramps on the northwest and northeast corners of the intersection of 12<sup>th</sup> and Jackson St. are too steep to be comfortably negotiated by people in wheelchairs, and that the curb extensions extend too far into the street, making it hard for vehicles to negotiate, while the curb extensions make pedestrians more visible, some pedestrians feel the curb extensions place them too close to moving traffic. The task force recommended that the City reconfigure the curb ramps to provide flat

entries into streets for safety and ease of crossing streets, and have flat bypasses for those going past and around the corners so they do not have to traverse extraneous cross slants or other obstacles which present both safety and comfort issues.

**Status:** Staff agrees that the conditions at the northeast corner of the intersection are difficult. No funding is in place to redesign and reconstruct.

#### **Priority #14: Golden Ridge Rd./US6 Overpass to new light rail station**

**Task Force Recommendation:** Construction of a bridge connecting the Golden Ridge area to the new light rail station. City staff should ensure that proper right-of-way rights are preserved across undeveloped private lands to access the bridge. To help expand pedestrian access into the neighborhoods, the inconsistent sidewalks along Golden Ridge Rd. should be made consistent and complete for current and future construction.

**Status:** Grant applications to fund the project were submitted in fall 2010.

#### **Priority #15: West 10th Avenue (Ulysses St. to Jefferson County Parkway)**

**Task Force Recommendations:** Sidewalks and crossings should be completed in front of Bell Middle School. There is a hill by the entrance to Ulysses Park that can create a visibility and safety hazard. Better lighting would improve security in the area, and signage would help work release participants and visitors navigate more successfully from the county campus (RTD, both existing bus and light rail) into and around Golden. Xcel/RTD should be consulted about sidewalk construction and bus stop improvements at Johnson and 10<sup>th</sup>.

**Status:** The sidewalk in front of Bell Middle School was constructed in 2009 using Jefferson County School District funds held in trust by the City. In addition, bike lanes as recommended by the Bike Master Plan task force were installed on both 10<sup>th</sup> Avenue and Ulysses Street north of 10<sup>th</sup> Ave.

#### **US 6 Trail Project**

**NOTE:** The Task Force initially ranked the US 6 trail connection between 19<sup>th</sup> Street and the Clear Creek trail as its #5 priority. However, when it was learned that this project was already funded and design work underway, the Task Force opted to remove the project from its rankings.

**Status:** Complete as of fall 2010.

## **2. Other Suggested Capital Projects**

The Walkability Task Force identified almost 80 projects of which 34 received votes from the Task Force members, that are in need of improvements. Although these noteworthy projects were not considered a top priority, Council may be able to find funding for these smaller projects that would enable them to still be completed.

Priority #16: Arapahoe Street (11th to 14th) wider sidewalks, enhanced signage

Priority #17: Crawford St. across from Shelton Elementary missing sidewalk; remove posts (**Completed in 2009**)

Priority #18: Wier Street new trail for cut through access

Priority #19: Clear Creek corridor upgrades for ADA compliance and usability (**Some Completed in 2009**)

- Priority #20: South Golden Road trail enhanced signage
- Priority #21: Ulysses Street roundabout bus stop and signage improvements
- Priority #22: West 4th Avenue & Zeta Street sidewalks needed **(Completed in 2009)**
- Priority #23: Johnson Street Post Office sidewalk needed from street
- Priority #24: 6th Avenue (19th to Kinney Run) new trail needed on west side
- Priority #25: Emergency call boxes downtown
- Priority #26: Kimball Avenue narrow street to expand sidewalks **(Completed in 2009)**
- Priority #27: S.H. 93 and Pine Ridge Road crosswalk enhancements
- Priority #28: Ulysses Street batting cage entrance add sidewalk for continuity
- Priority #29: South Illinois Street trail finish trail; add yield to pedestrian signs **(Completed in 2009)**
- Priority #30: Heritage Road (Golden Ridge Dr. to U.S. 40) install sidewalks on east side; relocate Golden Ridge sign to remove ped obstruction
- Priority #31: S.H. 58 at Illinois Street add pedestrian bridge overpass
- Priority #32: 10th Street at East Street reconfigure trail crossing
- Priority #33: S. H. 93 at Washington Ave. & Pine Ridge Rd.
- Priority #34: Washington Avenue/Iowa Street bus stop connect stop to sidewalk

### 3. Priority Policy Recommendations

The Walkability Task Force identified 10 high priority policy changes that are needed to facilitate improvements to pedestrian amenities and foster a culture of walkability. Some of the task force policy recommendations were already in place, however based upon some existing projects, the task force reiterated their recommendation. The original task force report recommendation and fall 2010 status follow below.

- A. Ensure all new developments, including GURA projects, are built with complete sidewalks, even if current projections for use are not pedestrian focused. This should address the problems noted on north Washington (Canyon Point apartments/condos) where sidewalks were not built because development planned for the corner of Highway 93/Washington was not thought to be pedestrian oriented. Similarly, this will deal with the Pine Ridge Rd. development that is now homes, but in initial planning envisioned as industrial.

**Status: Current City policy does require such construction.**

- B. Sidewalks replacement plan. When sidewalks are being replaced, they should be replaced with spans that match widths desired for the location, which may mean replacing for an entire block, rather than just the cracked squares. This is likely to be a long term project because of scope and costs. Newly constructed sidewalks should all be made compliant with ADA.

**Status: City Council discussed this topic a number of times. Planning Commission also discussed the issue and recommended alternately that the City focus on priority projects and corridors, and that in practice, the City cannot afford to replace all substandard width walks even over time. Staff's understanding is that City Council agrees to consider strategic replacement of sidewalk but that for standard street projects, damaged existing sidewalks will typically be replaced with the same width walkways.**

- C. Signal Timing. Use signal timing to offer pedestrians a head start at major intersections
  - 1. A pedestrian head start in most major signalized intersections.
  - 2. Explore the use of an all walk option in the downtown core during high pedestrian days/times.

**Status: Staff has not investigated this in detail. All signals with pedestrian heads currently allow more than required time for the pedestrian to cross streets.**

D. Ideal Sidewalk Design.

1. The taskforce supports curb designs with 90 degree angles (perpendicular to road surface) rather than the angled curb that is common throughout much of the city. Cracked sidewalk blocks could be replaced at desired widths as unequal widths might possibly be tolerated until all are replaced.
2. Sidewalk width for a trail should be at least 10 feet.
3. Sidewalk width for walking routes other than quiet residential neighborhoods should be a minimum of 8' for detached sidewalks and preferably 10' for shy space and/or next to parking, especially for diagonal parking.
4. Other sidewalks must be at least 5' wide and preferably 6' wide to permit passage of two wheelchairs and/or stroller or combinations.

**Status: The consideration of updated standards for new construction is scheduled to be included in the review of subdivision standards for sustainability goals, underway in late 2010.**

- E. Snow removal - Remove snow (or enforce requirement that residents do so) within 24 hours of snow events for walking routes to all schools and major pedestrian routes within the city.

**Status: This is current policy.**

- F. Signage - To increase driver awareness of pedestrians, install signs near the entrances to downtown to read "entering pedestrian zone" and throughout Golden (where needed) "please stop for pedestrians."

**Status: One such "messageboard" sign has been installed for southbound Washington Avenue between SH 58 and 10<sup>th</sup> Street. Procedures and messages for its use are being refined.**

- G. Maps - Develop a free color map for annual distribution in Informer and at Golden businesses that shows pedestrian trails through town and recreational trailheads.

**Status: An interactive color map showing parks, trails, and trailheads, with links to specific information about trailheads is available on the city web site. As the web site overhaul is complete, this map will be advertised to the community.**

- H. Double-width crosswalk striping should be used (like those found on CDOT-maintained state highways) in higher use pedestrian crosswalks (including signalized intersections) to make the crossings more visible. The single width stripes frequently blend into the road striping and are difficult to see.

**Status: Double-width crosswalk striping was installed in several locations in late 2008. Since there was no history of pedestrian accidents at the selected locations, there is no documented change in safety. Staff has identified a number of high traffic crosswalks where upgraded treatments similar to those on Washington Avenue near the Visitors Center are recommended, as funding becomes available.**

- I. RTD Bus Stops - Work with RTD to ensure all new and existing bus stops have lighting and connect with sidewalks.

**Status: Existing conditions to be evaluated spring 2011.**

- J. Multi-use trail signs. Install small signs throughout town where trails turn or cross roads to help pedestrians follow trails where they cross or join roads. Install signage on Clear Creek trail (perhaps with a map) to show that the trail continues after the trail crossing under U.S. 6.

**Status: Not yet addressed.**

#### **4. Other Policy Recommendations**

As with the capital improvement project recommendations, the following items received votes from Task Force members but were not among the top 10 policy recommendations to Council. **(Of the below, the most active discussions include substantial Council discussions about downtown sidewalks and the Circulator Bus feasibility study. Enforcement and maintenance recommendations have been forwarded to affected departments.)**

- Protect pedestrian right-of-way access on Washington Avenue and throughout downtown
  - a. Pedestrians should be allowed to walk straight rather than around restaurant seating or smoking areas. Outdoor seating areas should not block sidewalks. **Council agreed that sidewalks should not be blocked. Council did not agree about preserving a straight walking path as a firm requirement.**
  - b. Prevent obstructions within five feet of all first floor entrances downtown to facilitate better ADA Access, and specifically to facilitate wheelchair users to open doors.
  - c. Don't approve license agreements in the right-of-ways to preserve future ability to add detached walks.
  - d. Any future decisions regarding placement of sandwich boards and other obstacles in the right-of-way should ensure they do not inhibit pedestrian traffic. **Council addressed in 2010.**
- Zoning - Require first floor retail use to downtown to prevent "dead zones" of inactivity.
- Alternative Transportation Coordination - Consider implementing a local bus system to facilitate access to RTD stops, Park & Ride lots, and light rail. **Effort underway.**
- Plantings
  - a. Better maintenance of plants in islands and similar traffic control features.
  - b. Xeriscape plants should be used to conserve water.
  - c. Adopt a median program for maintenance.
- Bike Racks - Install bike racks at trailheads (S. Table Mountain, N. Table, Mt. Galbraith, etc).
- Crossing light buttons should be placed on the interior side of light poles – especially on corners like 13<sup>th</sup>/Washington, 10<sup>th</sup>/Washington and 10<sup>th</sup>/Ford where bus/truck right turns often scrape off the signal buttons, making it impossible to trigger the crossing light.
- Lighting - The City should report burned out light bulbs in pedestrian areas quickly to Xcel Energy for replacement.
- Pedestrian Traffic Counts - Perform routine pedestrian traffic counts in the City (as opposed to only counting cars) **This item is addressed in Council's required indicator metrics.**
- Enforcement. - Stronger enforcement of vehicle violations of crossing at Washington Avenue & 2<sup>nd</sup> Street (when cars do not stop for school crossing guard).
- Local Improvement District Communication Brochure/Plan - Educate residents on how they can create their own improvement district to cost-share sidewalk improvements in their immediate neighborhood.

## 5. ADA Recommendations

The Walkability Task Force benefitted immensely from the participation of Jerry Ganiere, a paraplegic wheelchair user who attended virtually all meetings and site visits. Jerry raised the Task Force's awareness of ADA access issues. He prepared a document outlining his concerns and recommended actions for improving access within the City. His document was submitted outside of the Task Force report, as Appendix D.

**Status:** An Americans with Disability Act (ADA) committee was established by City Council in 2009, as a short term "ad hoc" committee to review status and immediate actions. An ADA audit of City facilities was prepared by a qualified accessibility consultant and accepted by the committee. Recommendations have been forwarded to affected departments.

## Bike Task Force Implementation Status

### 1. Capital Improvement Priorities: First Tier Recommendations

The Master Plan developed in 2003 provides an extensive list of CIP recommendations. The Task Force examined and evaluated the Master Plan recommendations, and additional updates are provided in this section. While the Master Plan grouped its recommendation by type (e.g., shared-use paved trail versus shouldered roadway) the Task Force elected to categorize recommendations by priority. The Task Force hoped this categorization would make it easier for City Staff and the City Council to better understand those recommendations that the Task Force felt were a higher priority.

#### **Type: School associated bicycle lanes and shared-use paths**

##### **Task Force Recommendations:**

###### Mitchell Elementary:

Upgrade the corridor along Iowa Street from Ford Street to Highway 93.

###### Shelton Elementary

Construct concrete shared-use path and reduce the grade of the existing dirt path bicycle path that links the 4<sup>th</sup> Street dead end (near Heritage Road) to the school.

###### Bell Middle School:

Provide a bicycle lane on 10<sup>th</sup> Avenue between Ulysses Street and Johnson Street.  
Provide a bicycle lane on Ulysses from South Golden Road to West 10<sup>th</sup> Avenue

##### **Status:**

- **Mitchell Elementary students now served by bike lanes striped and stamped along both sides of Iowa from Ford Street to Hwy 93**

- Shelton Elementary path is now paved from 4<sup>th</sup> Avenue down the hill to the school. This makes the important connection from the Bike/Ped bridge across Heritage Road to Shelton Elementary.
- Bell Middle School students now served by bike lane access on 10<sup>th</sup> Avenue from Ulysses Street to Johnson Road, and along Ulysses from South Golden Road to 10<sup>th</sup> Avenue.

### **Type: Bicycle Lanes**

**Task Force Recommendations:** Bike lanes are recommended in the following locations:

- Jackson Street between 14<sup>th</sup> Street and 24<sup>th</sup> Street, **Complete in 2010**
- Ford Street from South Golden Road to 14<sup>th</sup> Street, **Improved in 2009**
- Ulysses Street from South Golden Road to West 10<sup>th</sup> Avenue, **Complete in 2009**
- West 10<sup>th</sup> Avenue from Johnson Road to Ulysses Street, **Complete in 2009**
- 13<sup>th</sup> Street between Washington Avenue and Ford Street,
- West side of Heritage Road between Highway 6 and the 4<sup>th</sup> Avenue pedestrian bridge,
- East side of Heritage Road between pedestrian bridge and Colfax Avenue,
- Jackson Street from 12<sup>th</sup> Street to 14<sup>th</sup> Street, and
- Colfax Avenue from Rooney Road intersection to Heritage Road.

### **Type: Signage**

**Task Force Recommendation:** The Task Force felt that the focus on signage should be elevated to a priority, rather than just a component of the other recommendations, for several reasons. Several types of signs were identified by the Task Force. These are listed, in order of priority in Appendix B of the 2008 task force report, along with recommended locations for signage.

**Status:** No additional signs have been installed to date. Funding is not currently available for significant signage installation.

### **Type: Intersection Improvements**

**Task Force Recommendation:** There has been a history of bicycle accidents on the railroad crossing at 44<sup>th</sup> Avenue and approximately Salvia Street. The angle at which the railroad rails intersect with the street makes it easy to catch a bicycle wheel, making it unsafe to cross as the rails. This crossing has a reputation of being unsafe and has gained attention from local advocates and the media. Funding options should be explored to have this intersection brought up to an acceptable, safe standard. In the interim, the Task Force recommends signage to warn bicyclists of the dangerous crossing.

**Status:** Funding for this project would be one of the potential expenditures under the miscellaneous bike improvements shown as a placeholder in the draft 2011 thru 2020 CIP.

### **Type: Bicycle Routes**

**Task Force Recommendation:** Bicycle routes are often utilized where a road has bicycle demand but has inadequate shoulders for a bicycle lane. Bicycles and other vehicles share the road. There are no stripes or other special provisions. Generally the bicycle route is designated by signage and may utilize a combination of roads

and paths. The items that were taken into consideration by the Master Plan and the Task Force when recommending or designing the bicycle route system included: bicycle demand, traffic volumes, speeds, topography, other safety factors and linkage to trails, other bicycle facilities, downtown, CSM, neighborhoods and schools. The following should be signed as Bicycle Routes:

#### **North Area**

- Washington Avenue from Highway 58 south to 18<sup>th</sup> Street.
- 10<sup>th</sup> Street from City offices to Ford Street.
- Ford Street from Tucker Gulch Trail south to Iowa Street with route also provided along Iowa Street between Washington Avenue and Tucker Gulch Trail.
- North along Cheyenne Street from 10<sup>th</sup> Street to 8<sup>th</sup> Street, connecting west along 8<sup>th</sup> Street to the City Recreation Center.
- Jackson Street between 12<sup>th</sup> and 11<sup>th</sup> Street, connecting at 11<sup>th</sup> Street west to Washington Avenue.
- 13<sup>th</sup> Street between Washington Avenue and Illinois Street.
- Maple Street between 11<sup>th</sup> and 18<sup>th</sup> Street.
- Illinois Street between 11<sup>th</sup> and 24<sup>th</sup> Street.
- 18<sup>th</sup> Street between East and Elm Street, connecting at Elm Street to the south to 19<sup>th</sup> Street.
- 24<sup>th</sup> Street from Illinois Street to East Street.

#### **South Area (Outside City Limits)**

- West 16th Avenue from South Golden Road to Salvia (and possibly extending out of the city to Quaker Street and connecting to the south along Quaker Street to 10th Avenue).
- Moss Street from Old Golden Road to existing I-70 underpass, turning east along 7th Avenue to Indiana Street (Again, outside of the city but is a corridor to connect the West 3rd Area with the rest of Golden city limits).

**Status:** Bike Route expenditures primarily involve signage which, as noted above under “Signage,” has not been a funded priority to date.

#### **Type: Detailed Plan Improvements**

##### **Problem: 32<sup>nd</sup> Avenue from Ford to McIntyre Street**

32<sup>nd</sup> Avenue experiences a high volume of bicyclists who use the road to get from as far east as downtown Denver or the Cherry Creek area to Golden. It is a popular and known conduit, particularly for the thousands of bicyclists headed for Lookout Mountain. 32<sup>nd</sup> Avenue also has high vehicular traffic volume, including truck traffic; yet the road has little or no shoulder.

**Status:** Jefferson County is actively seeking funding for improvements.

#### **Type: Detailed Plan Improvements**

##### **Problem: 10<sup>th</sup> Street and Tucker Gulch Trail crossing**

The at-grade crossing of Tucker Gulch Trail at 10<sup>th</sup> Street is especially dangerous due to the limited sight distance and skewed approach angle from the north. This portion of 10<sup>th</sup> Street eastbound is proposed to be a share the



road route. Bicyclists traveling east to west on this portion of road will be expected to share the travel lane with the motorist. The Task force recommended that the City:

- Reduce the travel lanes on 10<sup>th</sup> Street to 12 foot maximum width.
- Provide staging space for bicyclists traveling south on Tucker Gulch Trail.
- Widen the pedestrian path on the bridge to 12-feet wide on the north and six-feet wide on the south.
- Install a pedestrian crossing on 10<sup>th</sup> Street at East Street. Utilize contrasting pavement materials and standard signage. Consider pedestrian activated flashing warning signs to alert motorists.
- Increase the Tucker Gulch Trail width on the south side of 10<sup>th</sup> Street to ten-feet.
- Sign 10<sup>th</sup> Street east of Washington Avenue as a share the road route.
- Place signs on the bicycle path to provide further direction.

**Status:** A preliminary design and cost estimate have been prepared. No specific funding has been identified.

**Type:** Bicycle Facilities

**Task Force Recommendation:** Bicycle video detection should be employed at all existing traffic actuated video detection locations. In addition, when intersections are being considered for traffic actuated video detection, whether at new intersections or in replacement of existing equipment, the Task Force recommends video detection be employed if the intersection is associated with bicycle lanes, bicycle routes, or share the road routes.

**Status:** This improvement has not been scheduled or specifically funded and must be evaluated within the context of other priorities on the list. The detection devices use an infrared system that detects heat, which serves both bikes and cars at intersections, and no pavement markings are needed. There are several intersections that already have these installed, including: Ford and 12th; Washington and 12th; Heritage and Kimball; Heritage and 4th; Heritage and Eagle Ridge. More intersection detection devices will be added over time.

**Type:** Bicycle Facilities

**Task Force Recommendation:** A few options to consider for the non-City locations bicycle rack program:

- The City purchases bicycle racks in bulk, labels them with city logo, and sells at cost to businesses that want to have bicycle racks for their customers.
- The City establishes a 50/50 cost share program with businesses that want to purchase bicycle racks for their customers.
- The City solicits local businesses to pay to advertise their business on the bicycle racks; thereby substantially reducing, or even eliminating bicycle rack costs.
- The City purchases bicycle racks in bulk and places them at strategic city locations.

**Status:** This improvement has not been scheduled or specifically funded and must be evaluated within the context of other priorities on the list.

**Type: Detailed Plan Improvements**

**Problem: 14<sup>th</sup> and Ford Street Storm Grate - Complete in 2009**

**Type: Shouldered Roadway**

**Problem: Need shoulder on Colfax Avenue from Rooney Road intersection west continuing along Heritage Road south along US 40**

**Task Force Recommendation:** Improvement and/or addition of a shoulder along Colfax Avenue, from the intersection with Rooney Road west to Heritage Road and continuing south along Highway 93 (State Highway 40) was recommended by the Master Plan. The Task Force believed this recommendation should be kept and would be a worthwhile improvement for bicyclists. An alternative to a shoulder is a cycle track on one side of the road that provides two way bike traffic and separation from fast moving vehicles to improve safety.

**Status: This improvement has not been scheduled or specifically funded.**

**Type: Intersection Improvements**

**Problem: At grade crossing at Highway 6 and 19<sup>th</sup> Street - Complete**

**Type: Paved Shared-Use Path**

**Problem: Incomplete shared-use path along Johnson Road from intersection with South Golden Road south to Highway 6**

**Task Force Recommendation:** The Johnson road shared trail should be extended to 10 feet to accommodate pedestrians and bicyclists traveling to and from and through the following areas: Splash, via the shared use path along the golf course, Bell Middle School, Golden High School, the Jefferson County Government Facilities and the future FastTracks station.

**Status: This improvement has not been scheduled or specifically funded and must be evaluated within the context of other priorities on the list. An interim solution (or additional component) would be “sharrow” lane pavement markings in each direction.**

**Type: Intersection Improvements**

**Problem: Highway 6 and Heritage Road Crossing**

This intersection currently brings together the residential area of Heritage Road with existing bicycle paths on the east side of Highway 6. Routes to Bell Middle School, Golden High School and Shelton Elementary pass through this intersection. In addition, the new FastTracks station will generate increased bicycle and pedestrian traffic in this area.

**Task Force Recommendation:** A new pedestrian/cycling overpass bridge would provide an excellent crossing at this key intersection. A bridge would be a costly solution, but the Task Force feels it is the best option if funding is available.

**Status: This improvement has not been scheduled or specifically funded.**

### **Type: Second Tier Recommendations**

The Task Force felt that these recommendations are worthwhile and should be considered by the City in the event funding, time and resources become available to complete them. They may be implemented if they can be included with other scheduled improvements or maintenance (e.g., routine street repaving) in an area. Otherwise, the Task Force felt the first tier recommendations should be considered priority.

#### **Problem: Capital Improvement Projects Needed**

LOCATION	PROJECT DESCRIPTION
Highway 6 and Heritage Road.	Construct intersection improvements as recommended for Highway 6 and 19th Avenue.
North side of Golden Road.	Construct shared-use paved trail to connect 16th Avenue and Ford Street bicycle route.
Jackson Street from 12th Street to 14th Street.	Construct a bike lane on either side. If not enough right of way, sign sharrows or a bike route.
From Washington Avenue to Pine Ridge Road, parallel to Highway 93.	Construct a shared-use paved trail.
South Industrial Park	Provide trail connection to other parts of the city
North side of Colfax from Moss Street west to Highway 6 interchange then along Highway 6 to Johnson Road.	Construct shared-use paved trail.
West side of Highway 6 from 19th Street south to underpass at Highway 6.	Construct a shared-use paved trail.
South Indiana Street.	Upgrade sidewalks on the east side of the street or construct a shared-use paved trail.

**Status: None of the Tier 2 capital improvements have been scheduled, as per the Task Force recommendation that Tier 1 be addressed first unless an item can be accommodated within the context of scheduled maintenance.**

## **2. Non-Capital Improvement Priorities: First Tier Recommendations**

### **Type: Bicycle Safety and Education**

**Task Force Recommendation:** The Task Force recommended that the City implement programs to promote bicycle safety and bicycle usage. There are several options for delivery and implementation of Safety and Education Programs, examples of which are listed below.

#### Recommended Delivery for Education and Safety Programs

1. Publish safety tips and bicycle rules in the Transcript and Informer.
2. Build an online tutorial on City website.
3. Organize a regular bicycle clinic for in-person instruction, which could be delivered by a Bicycle Committee, Golden police, or local bicycle shop personnel.
4. Start a bicycle registration program, possibly through Golden Police, which includes a safety class.
5. Deliver Bicycle Education and Safety through local bicycles shops.
6. Deliver Bicycle Education and Safety concurrent with new City “Safe Routes to School Program”.
7. Publish safety tips and bicycle rules in pamphlet format that can be distributed through various venues throughout the city (bicycles shops, visitors center, etc.).
8. Publish education and safety tips on the reverse side of local bicycle map routes.
9. Motorist education on bicycle safety is also recommended

The Task Force recommends simple education and safety programs for bicyclists designed to educate school age and adult bicyclists in the City, with specific focus on education in conjunction with a “Safe Routes to School Program” (see following section). A suggested list of “Safety and Education Rules and Topics” that could be covered in education programs described above is provided in Appendix A.

#### **Status:**

- **Bicycle safety, news, events and education are now promoted within the new “Bicycling in Golden” section of the City website ([www.cityofgolden.net/bike](http://www.cityofgolden.net/bike))**
- **The new “Bike Golden!” brochure and map has been distributed at multiple locations downtown, and features safety tips as well as suggested local rides for varying levels of riders**
- **Bike registration can be accomplished easily online, and is promoted within the “Bicycling in Golden” area of the City website**
- **The City sponsored a free bicycle commuting class in May 2009 designed to provide safety instruction to commuters or those considering commuting by bike**

### **Type: Safe Routes to School Program**

SRTS is an international movement that focuses on making walking and bicycling to school a safe and valued activity. Safe Routes’ top priorities are to return kids to the active and healthy tradition of walking and biking to school while reducing child pedestrian and bicycling injury and deaths.

**Task Force Recommendation:** The Task Force recommended that the City participate in the SRTS program and make use of the resources that SRTS offers. Through infrastructure improvements in school environments, traffic safety education, enhanced traffic enforcement, and encouragement and outreach to communities; more children could be traveling to school in fun and healthy ways.

**Status:** Both of the City’s elementary schools hosted the SRTS program during the 2008-2009 school year, and the program was considered highly successful.

**Type: Bicycle System Maps**

**Task Force Recommendation:** The Task Force recommended the preparation and distribution of an improved City bicycle system map. The 2003 Master Plan does mention the creation of a bicycle system map (see “Plan Phasing,” final bullet under Phase I).

**Status:** As a result of the Task Force Recommendations and final report, the City has a newly updated map of the current bike system, as well as planned improvements. While this map is available for download in the “Bicycling in Golden” section of the City website, it is not in the most user friendly format. The next step would be to hire a graphic designer to create a visually pleasing and easy to understand comprehensive map. Funding would also be needed for color printing costs for such a large format map.

In the mean time, the City does have a color “Bike Golden!” brochure with suggested routes and safety information which has been made available throughout the downtown area (see also “Bicycle Safety and Education,” above).

**Type: Bicycle Library or Bicycle-Share Program**

**Task Force Recommendation:** The 2008 Bicycle Task Force recommended that the City establish a bicycle “library” or bicycle “share” program similar to the Fort Collins Bicycle Lending Library, which relies solely on grants and donations and receives no funding from the City.

**Status:** The City is working with CSM and looking for opportunities to partner with them on a bike share program that would one day expand beyond the campus. Mines has been developing a design for kiosks and an automated system for checking out bikes and returning them. The current idea is for CSM to decide on a design prototype and start a pilot program on campus during the 2009/2010 school year. Once the kinks have been worked out, CSM would work with the City to place kiosks at strategic locations within the downtown Golden area.

**3. Non-Capital Improvement Priorities: Second Tier Recommendations**

The Task Force felt these recommendations should be considered by the City in the event funding, time and resources become available to complete them.

PROJECT DESCRIPTION & LOCATION
Identify routes and trails by name that relates to Golden (e.g. Golden, Mesa, etc. route.)

Promote cycling by sponsoring bicycle races and rides for all levels of riders. For example, a Golden moonlight ride or fun race up lookout mountain for beginners to average bicyclists. Could also involve local merchants to promote bicycle friendly business.
Sponsor a CSM Senior Design project to allow students to aid in the design of bicycle system, trails, over/under passes, etc.
Design a logo for the bicycle system.
Set up a program for corporate sponsorship to fund bicycle facilities as done in Cherry Creek North.

**Status:** None of the Tier 2 non capital improvements have been scheduled, as per the Task Force recommendation that Tier 1 be addressed first unless an item can be accommodated within the context of other initiatives.

## Housing Affordability Task Force Implementation Status

### Status of Priority Program and Regulatory Recommendations

After review of a number of existing and potential programs that address housing affordability in the community for the four priority categories identified in the previous section, the task force reached consensus on the following programmatic recommendations:

1. Provide increased education, communication, and marketing support for existing independent programs that benefit Golden residents as well as new programs initiated in the future. Some of these programs include the Housing Choice Voucher program (formerly known as Section 8); other potential voucher programs; JCHA's affordable rental and home rehabilitation programs, and various down payment and mortgage assistance programs. All of these programs are proven to be beneficial in helping eligible households, but some are not well known or used by Golden residents. The task force recommends that the City direct staff resources (and minor amounts of operating funds if appropriate) to promoting the understanding and use of these programs. The task force recommends devotion of at least four major *Informer* stories per year, as well as other targeted efforts to promote the understanding and use of these programs, such as an information link on the City website.

**Status:** Four articles appeared in the *Informer* between July 2009 and September 2010 promoting: existing owner-occupied housing rehabilitation programs; a potential new affordable rental projects for seniors; a new affordable rental project for families (currently under construction); and existing down payment assistance programs.

2. Plan to regularly fund certain specific, ongoing programs to benefit the four target priority household/housing opportunity categories. These include:
  - Direct contributions of federal Community Development Block Grant (CDBG) and/or Home funds to existing grant and loan programs for rehabilitation of owner-occupied single-family households with income up to 80% of AMI to address safety and livability repairs and renovations. Current rehabilitation programs are provided by JCHA and Rebuilding Together. In the past, Golden has

contributed about \$40,000 per year to these programs. The task force recommended an ongoing funding of about \$45,000 per year to achieve an average of five successful rehabilitation projects per year for eligible households.

**Status: In early 2010, the City was notified by HUD that jurisdictional “set asides” of CDBG funds must be discontinued. Accordingly, direct contributions to these rehabilitation programs will cease. The City will continue to support applications from the JCHA rehabilitation program to Jefferson County for CDBG funding to continue rehabilitation projects throughout the urban County, which includes the City of Golden.**

- Potential direct contributions of federal CDBG and Home funds to partner with down-payment and mortgage-assistance programs such as the Colorado Housing Assistance Corporation (CHAC), Colorado Housing and Finance Authority (CHFA), or Metro Mayors Caucus programs to assist households with income up to 80% of AMI to attain ownership of a condominium, townhome, or single family home. The task force recommends an ongoing funding of about \$35,000 per year for this new partnership program to achieve an average of five new owner households per year.

**Status: Funding previously in place has not been utilized and will need to be reallocated to other projects. Further, because of the change in CDBG funding mentioned above, future direct CDBG/HOME funding of these programs by the City of Golden will cease. As with the rehabilitation programs, the City will continue to support CHAC’s applications to Jefferson County for CDBG/HOME funding for qualifying projects throughout the urban County.**

- Potential direct contributions of City of Golden funds to develop customized down-payment and ownership assistance programs, such as the CHAC programs to assist households with income between 80% and 120% of AMI. The task force recommends that the City seek matching grant funds that would provide programs for this priority category of household/housing opportunity for which the use of federal funds is not possible. The task force recommends that the City allocate about \$62,500 per year from the General Fund for 8-10 years, beginning in 2009. Over time, the program would become more self sustaining as applicant households move out of their homes and repay the assistance. Implementation would be managed by an experienced partner organization, such as CHAC to achieve an average of five new owner households in this particular category per year.

**Status: Given the negative effects on City revenues caused by the recent economic downturn, this recommendation has not yet been addressed.**

3. Plan to respond to future housing affordability opportunities, primarily through the allocation of available CDBG and Home funds. Anticipated opportunities include:
  - Work with JCHA to fund the initial investment in purchasing appropriate existing multi-family properties to be added to the inventory of permanent affordable rental properties. Based upon other jurisdictions’ experience, the acquisition of a reasonable multi-family property for this purpose would require up to about a \$15,000 per unit contribution toward the down payment and rehabilitation of the project, with JCHA raising the balance and operating the project on rental income. Funding would be derived from CDBG or Home funds from Jefferson County. The task

force recommends that the City try to partner on an average of 3 units per year, most likely in minimum 8-10 unit buildings, with a goal of about 15 units over the next 5 years.

**Status:** In June 2010, JCHA received approval of a zone change to accommodate a proposed 50-unit affordable, seniors rental project at 2200 Jackson Street. In August 2010, JCHA received tax credits from the LIHTC which will provide the major funding for the project. Site plan review is scheduled for the November 2010 Planning Commission meeting. If approved, the project is scheduled to break ground in Spring 2011.

- Work with JCHA to fund the acquisition, rehabilitation, and resale of appropriate single family and multi-family properties as part of a local effort to increase homeownership opportunities for households with income up to 80% of AMI, as well as households making between 80% and 120% of AMI. Any resale project to households with income over 80% of AMI must be funded by non-federal sources. The funding goal for these types of projects would be to recoup all or almost all of the initial investment at resale, occasionally with additional second mortgages to be recouped with future resale. Funding for any projects to be sold to households making up to 80% of AMI would be appropriate for CDBG or Home funds, while funding for any projects for over 80% of AMI households would require additional local funds. The task force recommends that the City partner with JCHA to focus on the 80% of AMI group and achieve an average of 5 resale units per year.

**Status:** In 2009 JCHA used existing Golden jurisdictional CDBG funds to acquire a condemned one-household dwelling in an R2 zone district in the north end of Golden. The dwelling has been demolished and City staff is working with JCHA to develop a two-unit building on the property for resale to income-qualified households earning less than 80% of the Area Median Income. No additional direct funding from the City of Golden is anticipated.

- Support individual developers and/or non-profit housing providers applying for existing funding or tax credit programs to provide rental or ownership opportunities for eligible households. Plan to direct CDBG or Home funds to eligible infrastructure or development costs to assist appropriate projects in competing for such funding approvals. The task force recommends that the City be willing to contribute up to \$2,000 per unit of CDBG or Home funds to such projects, and try to achieve an average of 15 units per year from these programs (and the final category below) with a target of 75 units over the next 5 years.

**Status:** Archdiocesan Housing Incorporated is currently constructing a project consisting of 56 affordable rental units for families on land purchased from the St. Joseph Golden Parish. \$212,000 in existing Golden jurisdictional CDBG funds were contributed to the project. The first units are scheduled for occupancy in Fall 2010, with completion of the project in Spring 2011.

- Partner with individual developers and/or non-profit housing providers on a case-by-case basis to develop a portion of their projects as new units for ownership opportunities for either households making up to 80% of AMI, or households with income between 80% and 120% of AMI. Any for-sale project for households making over 80% of AMI must be funded by non-federal sources. The recommended target outcome for this type of opportunity is combined with the previous category.

**Status:** Not yet addressed.



4. Make regulatory changes that could either assist or require the provision of housing opportunities for the identified priority households. While there are a number of policy discussions that may be appropriate in the future, the task force decided to focus its efforts on regulatory changes that could make it easier to achieve housing affordability goals rather than those potential changes to require developers to construct affordable units. The task force achieved consensus on the following regulatory recommendations:

- Accessory Dwelling Units. Investigate a revision to the RE, R-1 and R-1A zone districts to allow the conversion or construction of an accessory dwelling unit on a property. This strategy has been implemented in a number of communities and is characterized by the requirement that one of the two units on the property must be owner-occupied, as well as limits on the size and location of the second unit and appropriate parking requirements. Typically programs that allow these units focus on conversion of part of the home or a small apartment over the garage. While a seemingly controversial change to the traditional single family neighborhood, it has worked surprisingly well in many communities, and can help an existing owner remain in their home, or a new owner afford a home.

**Status: Council approved this code change in September 2010.**

- Fee Waivers. Implement limited fee waiver programs for specifically targeted types of projects. The City's charter limitation on incentives allows an incentive of up to \$100,000 of city funds for an affordable housing project, and Council could implement such programs both on a case-by-case basis, or by means of a more comprehensive program. An example of such a program would be building permit use-tax waivers for projects for rental or ownership opportunities for households earning up to 120% of AMI.

**Status: At its study session on February 5, 2009, Council expressed potential support for fee waivers on a case by case basis, but was not supportive of establishing a program.**

- 1% Banking Plan for Affordable Projects. Amend Chapter 18.70 of the Municipal Code to allow City Council to create a "banking plan" for otherwise unused allocations under 1% Growth System. By doing this, Council could save up a number of allocations, and hold such allocations based on the demonstration that a project meets or exceeds listed affordability (and perhaps sustainability) criteria. Although there is little demand for allocations at this time, with this type of change, the several allocations that expired in 2007 and the potential unused allocations in this and future years would be available when needed for a desired project, allowing that project to proceed when ready rather than saving up allocations after site plan approval. Both the letter and spirit of the 1% Growth System are maintained, and Council could encourage desired projects when they are proposed.

**Status: At its study session on February 5, 2009, City Council considered a staff report on HATF Report policy recommendations, which included creation of both a banking plan and a preference pool for allocations for affordable projects. Council rejected the recommendation for a banking plan, but did support the creation of a preference pool, which was created with the subsequent passage of Ordinance 1839.**

- 1% Preference Pool. At the current time, there is very little housing activity in Golden, and very little demand for allocations to build dwellings under the City's 1% growth system. However, in times when there is higher demand for allocations, one of the potential tools to encourage construction of more affordable dwellings involves the creation of what is called a "preference pool" in Chapter

18.70 of the municipal code. Under such a proposal, the code would be amended to allow Council to set aside a certain number of allocations at the beginning of each year so that builders willing to construct targeted types or prices of housing would have first choice for those allocations, while other projects may have to wait to save up allocations to build. The task force recommends implementation of such a program to place a substantial amount of allocations in such a pool for the first allocation period of each year, allowing those allocations to revert to the open pool if unused in that period.

**Status: City Council passed Ordinance 1839 on April 23, 2009, amending Chapter 18.70 (Residential Growth Management) of the Golden Municipal Code. The ordinance established a “Moderate Income Housing Pool” to contain allocations for residential projects creating dwelling units for households earning up to 120% of Area Median Income.**

## **Other Recommendations**

- Housing Needs Assessment. While the data that was available to the task force was adequate to arrive at the conclusions and recommendations contained in this report, the task force recommended that Golden work with Jefferson County to secure a Comprehensive Housing Needs Assessment similar to the one initiated by Jefferson County in 2003. This evaluation and resulting documentation will be critical to the long term measurement of need and progress toward meeting performance measures and outcomes. This evaluation is an appropriate project for the Jefferson County Community Development Department to fund and undertake.

**Status: Not yet addressed.**

- Employer Survey. The task force also recommends that Golden seek to secure a broad survey of local employers to determine wages and city of residence for the Golden workforce. With better information about the housing need and opportunities for the local workforce, the City will be in a better position to increase opportunities for this vital segment of the community, and also help meet sustainability goals regarding transportation and reductions in annual vehicle miles traveled.

**Status: Not yet addressed.**

Periodic Review. While the task force recognized that City Council was interested in a brief intensive evaluation of this issue, the task force recommended a periodic review of program and policy direction and progress in meeting housing affordability goals and outcomes. Recognizing that Council was concerned about creating more standing boards and committees, the task force recommended that City Council authorize a successor citizen advisory committee, initially of the same members, that would:

- Meet in the fall of 2009 to review progress to date on target goals and outcomes, and to make recommendations to City Council about 2010 CDBG allocation of jurisdictional funds and any applications for CDBG or Home funds.

**Status: One-year implementation review meeting was held on September 23, 2009.**