Downtown Development Authority
June 16, 2014 Meeting
6:30 PM
911 Tenth Street, Golden, CO 80401

I. Call to Order

II. Roll Call

III. Approval of Minutes—Business Meeting of May 19, 2014

IV. Public Comment

V. Business

VI. Commissioners Concerns

VII. Staff Report

   1. General updates

      a. Approve revised Bylaws

      b. Detailed discussion of DDA Plan focusing on Chapter 4 and June 25th input meeting.

      c. Intro (again) to funding agreements and conceptual 2015/16 budget (as time permits)

      d. Start programming discussion (as time permits)

VIII. Public Comment

IX. Adjourn

The City of Golden does not discriminate on the basis of race, color, national origin, sex, religion, age or disability in the provision of services. For disabled persons needing reasonable accommodation to attend or participate in a city service, program or activity, call 384-8017 as far in advance as possible. Disabled access is available from the front entrance of City Hall.
Memorandum

To: DDA Board of Directors
From: Steve Glueck, Executive Director
Date: June 10, 2014
RE: Meeting Memo for June 16, 2014 meeting

This memo will provide background information on selected items to be discussed at the upcoming DDA meeting.

I. **Approve revised Bylaws.** At the May DDA board meeting, the board deferred action on the draft By-laws, requesting clarification on issues related to simplifying the conflict of interest provisions, and also noting some extraneous sections. The City Attorney’s office reviewed the by-laws and suggested the attached simplified version. Unless the board has any further concerns, staff recommends adoption of DDA Resolution 2 and the attached By-laws.

II. **Detailed discussion of DDA Plan focusing on Chapter 4 and June 25th input meeting.** The June 2nd special DDA board meeting was devoted to various discussions, including the brainstorming of specific strategies, projects, and programs that may be pursued by the DDA under the Downtown Development Plan. The primary discussion that night was the start of a listing of potential DDA activities for discussion in the June 25th introductory stakeholder meeting, which could become the basis of Chapter 4 of the plan. A bulleted outline of the list was transmitted to the board last week. The suggestions are divided into four categories and some include examples that would not be in the overall Downtown Development Plan (as being too specific for a long term plan) but help with the conversation. The main request for the June 16th discussion is to continue to edit this list with additions and potential changes. This discussion will be the basis of the graphics we will present to stakeholders on June 25th for comment on implementation strategies and projects.

In order to stimulate the discussion, please find attached three copies of the version sent out last week, with three sets of comments, one from Ed Dorsey, one form Dean DeBenedet, and one from Dean Valdez. These should get us started and help achieve a universe of strategies, projects, and programs that the board could support. If a majority of the board are not in favor of an idea, we should consider not having it on the list for public comment on the 25th. That should be a board discussion.

Later in the packet, please also find an updated text only version of the overall plan, with more work done on the vision chapter (chapter 3). Chapter 4 will be drafted after the public stakeholder meeting, for discussion throughout the summer.

III. **Intro (again) to funding agreements and conceptual 2015/16 budget (as time permits).** It is unclear how much time may be available for this topic, however, the chair has asked to include it, perhaps in preparation for your joint meeting with GURA on July 21st. Although you have seen all or most of this before, please find attached:
a. A draft funding agreement with the City, for seed money and ten years of sales tax increment.
b. A draft funding agreement with GURA for seed money and the use and disposition of the downtown project surplus, being called the “downtown legacy fund”
c. An updated calculation of the likely balance of the “downtown legacy fund” for the period after GURA debt is repaid in 2015, and deleting any major loan from the downtown project to other URA projects.
d. The same draft DDA budget and list of possible programs that the board has seen a number of times.

The most useful discussion would be to determine which points (if any) of the two funding agreements are in need of discussion or possible re-negotiation, so that such discussions can occur later in the summer.

IV. Start programming discussion. (As time permits) Most conversations of the board and community tend to include questions about programming and funding levels. This discussion will take some time. For example, the board is scheduled to start reviewing the holiday lights budget and contracts in August. The board should have a good idea of which programs will be included in the 2015 budget by late September of early October. This will likely also be a part of the July 21, 2014 discussion with GURA.
Downtown Development Authority
City of Golden, Colorado
Business Meeting
May 19, 2014

The Downtown Development Authority of the City of Golden, County of Jefferson, State of Colorado, met on the above date in the City Council Chamber at City Hall at 910 – 10th Street, Golden, Colorado, at the hour of 6:30 p.m. Commissioners present were:

<table>
<thead>
<tr>
<th>David Anderson</th>
<th>Dean deBenedet</th>
<th>Lisa DeCaro</th>
<th>Ed Dorsey</th>
<th>Brandon Narva</th>
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<tbody>
<tr>
<td>Dean Valdez</td>
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Commissioner Behm was absent. Executive Director Steve Glueck and Administrative Assistant Marlo Fejarang were present. Also in attendance were Mary Block and Doug Miller.

Executive Director Steve Glueck called the meeting to order at 6:31 p.m.

**Election of Officers** –
Glueck explained the election of officers to the Board and opened the floor for nominations for Chair. Anderson MOVED to nominate Dorsey for Chair. Narva SECONDED. All commissioners present agreed.

Chair Dorsey opened the floor for nominations for Vice-chair. Valdez recommended Narva for vice-chair. Narva declined. A discussion ensued. Narva MOVED to nominate Valdez for Vice-Chair. DeCaro SECONDED. All commissioners present agreed.

**Approval of Minutes** –
DeBenedet inquired about who will own Lots 2 & 4 if they are not redeveloped by the end of this year. Glueck explained that GURA is currently working on resolving an issue with a gate between the Banks property and the parking structure, but that if GURA has not conveyed the property by years end the land will likely be conveyed to the DDA. A discussion of the gate issue ensued. Narva gave an idea involving cameras.

Dorsey called for a motion to approve the business meeting minutes of April 21, 2014. Anderson MOVED to approve the business meeting minutes. DeCaro SECONDED. All Commissioners present agreed.

**Approval of Agenda** –
In response to Anderson’s question, Glueck explained why public comment is at the beginning and end of the agenda. A discussion ensued. Dorsey called for a motion to approve the agenda of April 21, 2014. Anderson MOVED to approve the agenda. DeBenedet SECONDED. All Commissioners present agreed.

**Public Comment** – Doug Miller, a GURA Board member, introduced himself to the Board. He will be the GURA liaison to the DDA. Dorsey and Miller discussed a joint meeting between the GURA Board and the DDA Board. DDA staff will set up the meeting. Miller also explained the gate issue between the Banks property the the parking structure. Miller and Glueck will be meeting with the Fire Systems Engineer about the gate. The DDA Board offered to help the GURA Board with negotiations between the Banks and GURA if they need them. In response to Narva’s question, Glueck explained when the property increment occurs. A discussion ensued on property tax. DDA staff will research property tax revenue involving the DDA.

**Regular Business** –
Dorsey explained the meeting protocol to the Board.

**Resolution #001, regarding appointment of Executive Director, Secretary, and Treasure** – Dorsey called for a motion to adopt resolution #001. Anderson MOVED that the DDA adopt Resolution #001. Narva SECONDED. All commissioners present agreed.

**Resolution #002, regarding approval of Bylaws** – Glueck commented on the bylaws. He suggested tabling the vote if the Board has any concerns. In response to DeCaro’s question, Glueck explained the rules regarding insurance. After a detailed discussion on the bylaws, Dorsey called for a motion to table resolution #002. Narva MOVED that the DDA table Resolution #002. Valdez SECONDED. All commissioners present agreed.

**Resolution #003, regarding meeting place and dates** – After a brief discussion, Dorsey called for a motion to adopt resolution #003. DeBenedet MOVED that the DDA adopt Resolution #003. DeCaro SECONDED. All commissioners present agreed.

**Resolution #004, regarding Co-Operation Agreement with City for Administration and Operation** – Glueck explained to the Board the shared staffing agreement and how it is the same as the one between GURA and the City of Golden. In response to Dorsey’s comment, Glueck explained that the City attorney is willing to work with the DDA. Although, he will be City Council’s attorney first. A discussion on a DDA attorney ensued with a question and answer period. The Board directed the DDA staff to get a proposal from the City of Golden’s attorney.

Dorsey explained to the Board that resolution #004 means that the DDA will not have any employees. Dorsey called for a motion to adopt resolution #004. Anderson MOVED that the DDA adopt Resolution #004. DeCaro SECONDED. All commissioners present agreed.

**Resolution #005, regarding the order of business at meetings** – Glueck explained resolution #005 to the Board. A discussion ensued on removing the committees and the rules on public comment. Dorsey called for a motion to adopt resolution #005. DeCaro MOVED that the DDA adopt Resolution #005. Narva SECONDED. All commissioners present agreed.

**Board Discussion/Action**

**Downtown Development Plan Outline/policy goals and content** – Dorsey explained his memo addressed to Glueck to the Board. Glueck also explained the City of Golden’s existing policy plans. A discussion ensued on the City of Golden’s plans and other Colorado DDA plans. DeBenedet explained a document he passed out to the Board showing all the plans. A discussion ensued on the GURA boundary, the DDA boundary, and grant recipients. The discussion turned to writing the plan and looking at it every 3-5 years to amend it, connecting downtown with other areas, and the West Colfax Urban Renewal Plan. The Board discussed in detail Appendix B sections A through G resulting in the following:

- The DDA Board would like to invite Jenifer Doane the City of Golden’s Community Marketing Manager to come to one of the DDA meetings to talk about the Visit Golden marketing.
- Dorsey requested an extra DDA meeting at the beginning of June. The DDA staff will set up a work session the 1st Monday in June at 6:30 p.m. in the planning department meeting room.
- DDA Board will send ideas for Appendix B to Glueck.
- Dorsey will work with Fejarang on updating the Appendix B document.

The DDA Board discussed working on a vision statement, goals, and a joint meeting with GURA. The Board will look at other DDA plans before the next meeting and email any ideas to Glueck. Dorsey will attend the next GURA meeting.

Dorsey informed the Board that the Golden Good Government League (3GL) invited him to visit them and discuss the DDA. They have concerns about the Coors tours, the streetscape, parking, and traffic flow. Dorsey also thanked everyone for voting him to be Chair of the DDA Board. The discussion turned to Glueck explaining the DDA web site and the June 25th meeting.

**Other Matters** –
Open Meetings Memo – There was a brief discussion on the open meetings memo.

GURA Grant History – There was a brief discussion on the GURA Grant History. Will have further discussions in future meetings.

Adjourn –
There being no further business, Chair Dorsey called for a motion to adjourn the meeting. **Anderson MOVED to adjourn the meeting. DeCaro SECONDED. All Commissioners present agreed.** Dorsey adjourned the meeting at 9:34 p.m.

_______________________________  ______________________________
Steve Glueck                                 Ed Dorsey
Executive Director                           Chair
RESOLUTION 002

A RESOLUTION OF THE GOLDEN DOWNTOWN DEVELOPMENT AUTHORITY ADOPTING THE BYLAWS OF THE AUTHORITY

WHEREAS, the Golden Downtown Development Authority wishes to adopt its Bylaws.

THEREFORE, BE IT RESOLVED BY THE BOARD OF COMMISSIONERS OF THE GOLDEN DOWNTOWN DEVELOPMENT AUTHORITY THAT:

The Golden Downtown Development Authority Bylaws are approved, substantially in the form attached. The DDA chair is hereby authorized to sign the Bylaws on behalf of the DDA.

Adopted this 19th Day of May, 2014

__________________________________
Chairperson
Steve Glueck, Executive Director
Downtown Development Authority
Downtown Development Authority
CITY OF GOLDEN

DOWNTOWN DEVELOPMENT AUTHORITY BY-LAWS

The City of Golden Downtown Development Authority (DDA) is to be comprised of seven members, who are appointed by the Mayor of the City of Golden in accordance with Part 8 of Article 25, title 31, C.R.S., as amended.

Pursuant to Section 31-25-806 C.R.S., the DDA hereby adopts the following by-laws that will govern its procedures.

1) Meetings:

   a) Unless cancelled, rescheduled, or relocated, the DDA shall hold a regular meeting on the third Monday of each month at 6:30 P.M. in the City of Golden Council Chambers at 911 10th Street, Golden CO.

   b) Additional meetings may be held at any time upon the call of the Chair, or upon call by three members of the DDA, or by a majority of the vote at a DDA meeting, or upon request of the City Council. Except in case of emergency, at least twenty-four hour notice shall be provided to each member of the Authority.

   c) Notice of all meetings shall be posted as required by law.

   d) Each member of the DDA board who has knowledge of the fact that he or she will not be able to attend a scheduled meeting of the DDA, shall notify the secretary at the earliest possible opportunity. The Chair may cancel a scheduled meeting if such notice indicates the lack of a quorum.

   e) A majority of DDA board members entitled to vote shall constitute a quorum for the transaction of business.

2) Officers:

   a) The DDA shall elect a new Chair and Vice Chair from its membership every July, following the appointment or reappointment of members. The Vice Chair shall succeed the Chair if he or she vacates the office before the term is completed. In such an event a new Vice Chair shall be elected as soon as possible at a regularly scheduled meeting.

   b) The DDA shall designate a Secretary. In the absence of a specific appointment, the Director of the DDA shall act as the recording secretary.

   c) The DDA shall designate a treasurer. In the absence of a specific appointment, the City of Golden Finance Director shall act as treasurer.
d) Officers shall serve in their capacity until their successor is elected or designated.

e) The duties and powers of the officers of the DDA shall be as follows:

i) Chair
   (1) Preside at all meetings of the DDA;
   (2) Call special meetings of the DDA in accordance with these By-laws;
   (3) Sign documents of the DDA;
   (4) In conjunction with the Director, set the agenda for all meetings;
   (5) Perform such other duties of the Chair as required by law.

ii) Vice Chair
   (1) During absence, disability, or disqualification of the Chair, the Vice Chair shall
       exercise or perform all of the duties and be subject to all of the responsibilities of
       the Chair.
   (2) Perform such other duties of the Vice Chair as required by law.

iii) Recording Secretary
   (1) Keep the minutes of all meetings of the DDA in an appropriate minute book;
   (2) Give or serve all notices required by law or by the By-laws;
   (3) Be custodian of DDA records;
   (4) Sign official documents of the DDA that require the signature of the Secretary;
   (5) Perform such other duties of the Secretary as required by law.

iv) Treasurer
   (1) Keep account of all finances and monies of the DDA;
   (2) Sign official documents of the DDA that requires the signature of the Treasurer;
   (3) Perform such other duties of the Treasurer as required by law.

3) Conflicts of interest:

   a) Any member of the DDA board who has a conflict of interest, or a potential conflict of
      interest, as described in section 31-25-819, C.R.S., shall comply with the requirements of
      that section.

   b) Any member of the DDA board who has an actual or potential conflict of interests shall
      be required to disclose the actual or potential conflict of interest to the DDA Director at
      least 72 hours prior to the public hearing. If the conflict of interest is not discovered by
      the member until less than 72 hours prior to the public hearing, the member shall inform
      the DDA Director as soon as is possible after discovery of the conflict.

   c) In the case of a potential, but not actual, conflict of interest where the DDA board
      member wishes to continue participation in the matter, the member shall disclose the
nature of the potential conflict of interest during the public hearing and indicate that there is no actual conflict.

4) Robert’s Rules of Order shall guide the DDA in all cases not otherwise provided for in these rules. All final determination of procedure shall be the responsibility of the Chair.

5) A member may serve no more than 24 months as Chair of any consecutive forty-eight (48) months.

6) The By-laws may be amended at any regular or special meeting of the entire DDA by a majority of the DDA board, provided that notice of said proposed amendment is given to each member in writing at least one (1) week prior to said meeting.

ADOPTED by the City of Golden Downtown Development Authority on the ____ day of __________________________, 2014.

______________________________
CHAIR

ATTEST:

______________________________
SECRETARY
Challenges DDA will face in seeking to achieve downtown goals:

- Limited resources, especially in early years
- Limited retail diversity, other than food/ restaurants
- Perceived high rents
- Inconsistent retail hours of operation
- City codes can be a barrier to some projects
  - 1% growth system
  - 25% non residential in mixed use
  - Downtown design standards and guidelines
  - Sustainability menu requirements
  - Parking requirements
- Limited actual parking supply
- Limited transit access
- Addressing Mines parking impacts
- Balancing business needs with concerns of residents
- Reaction to tax hike when first levied in 2015

Focus Area 1. Encourage and support Business Vitality for both individual businesses and the DDA area as a whole:

- Form a cohesive downtown support group to leverage the efforts of individual groups including the Chamber of commerce, DDA, Visit Golden and…
- Support and Participate in the Visit Golden program
  - Have a board seat
  - Contribute financially
- Improve signage and directories for downtown
  - Regularly update directory signs
  - Consider on line information alternatives
- Recognize the role and importance of the Coors Tour, and support and encourage its enhancement and success.
  - Consider tour impacts of infrastructure and transportation projects.
  - Maintain regular contact with brewery tour operators.
• Help encourage an on-going improvement (and expansion when warranted, including financial support) of downtown events.
• Improve and expand downtown business assistance programs.
  o Façade and signage grants
  o Web site grants
  o Small TIF agreements for certain tenant improvements
  o Business assistance Grants
  o Business education programs
• Expand maintenance and cleanliness of public spaces
  o Power washing
  o Additional maintenance
  o Work with individual businesses, especially those with outdoor seating
  o Encourage improved trash removal program
• Improve and Expand WI FI capability in Downtown
• Implement new improved business attraction and retention program

Focus Area 2. Encourage and invest in the enhancement of our community character and culture

• Maintain cost effective and attractive seasonal decoration programs to benefit merchants and the community.
  o Holiday decorations
  o Seasonal and event banners
• Participate in and support the Public Art program
• Seek and support efforts for enhanced landscape development and public spaces
• Maintain the historic scale and character of the area by careful review of any redevelopment projects supported by the DDA.
  o Link Redevelopment participation agreements to projects that meet design requirements.
• Improve directional signage outside the downtown core
• Improve gateways into the downtown area
  o 19th and Washington
  o Washington and SH 58
Focus Area 3. Invest in developing and maintaining quality public spaces and infrastructure.

- Continue to invest in improved pedestrian connections and facilities
  - Include a focus on residential parts of the DDA boundaries
- Fund the installation of improved bike parking facilities
- Look to add parking near trails and amenities
- Be ready to add parking when warranted.
- Continue to improve the downtown streetscape including expansion to the north and south boundary areas.
- Balance reasonable use of sidewalks by adjacent businesses and the general public, especially on Washington Avenue.
- Work with building owners to redesign awnings and remove posts that block the sidewalk corridor.
- Develop the ability to “flex” the use of on street parking
- Improve alleys
- DDA to actively participate in community decisions about the role and future of the Clear Creek Corridor.
- Consider a future Civic Center (not on 10th west of Washington)
- Plan a Jackson Street plaza or series of public spaces to be implemented with East downtown redevelopment.
- Encourage or require more defined access to the creek incorporated into adjacent redevelopment.
- Address the intersection of 14th and ford and the Jackson Street diagonal
- Specifically address streetscape and bike/ped improvements on ford Street.
- Invest in outdoor performance space
- Work with CSM to improve parking on campus for student

Focus Area 4. Encourage Land Uses and Transportation Policies that support community goals

- Improve connectivity to transit and the metro rail system.
  - Enhanced call and ride
  - Car share
  - Bike share
  - Private “taxi” style support for off hours
  - Enhanced fixed route (bus) transit
  - Develop "Parking in Golden" brochure and online info
• Require reasonable sustainability in all programs  
  o Include reasonable sustainability requirements in all redevelopment agreements  
  o Collaborate with NREL  
• Encourage workforce housing  
• Consider a mixed use “west side” redevelopment along Arapahoe to replace surface parking with mixed use and parking.  
• Create unique East downtown neighborhood that supports rather than mimics Washington Avenue core.  
• Evaluate zoning code requirements related to redevelopment  
  o Cash in lieu of parking  
  o Parking requirements  
  o 25% minimum non residential in mixed use  
• Address loading issues with commercial businesses  
• Address recycling issues with existing commercial businesses  
• Encourage preservation of the post office building  

Dean deBenedet

Challenges DDA will face in seeking to achieve downtown goals:

- Limited resources, especially in early years
  - Limited TIF revenue base
  - Consumer preference for the convenience of one-stop shopping provided by large malls reduces local sales tax revenues - need aggressive counter campaign.
  - Projections for slower than normal future economic growth through 2020 that includes another possible recession within 2-3 years thereby further limiting sales tax revenues. (Reference Blue Ribbon Panel report and long term economic forecasts on various internet sources).
- Limited retail diversity, other than food/ restaurants
- Perceived high rents
- Inconsistent retail hours of operation
- City codes can be a barrier to some projects
  - 1% growth system
  - 25% non residential in mixed use
  - Downtown design standards and guidelines. Would we ever really consider compromising these for the sake of development given that we are promoting strategies that support preserving the history and character of the Golden community?
  - Sustainability menu requirements
  - Parking requirements
- Limited actual parking supply
- Limited transit access
- Addressing Mines parking impacts
- Parking impact in residential areas (both within and outside the DDA boundary) during major downtown events (such as Buffalo Bill Days) that attract a significant number of visitors from outside Golden.
  - Restricted access for residents
  - Trampling of residential landscapes
  - Littering of personnel property
- Possible solution and/or strategy for Focus Area 3: Partner with CSM (if they are receptive) for designation and use of some of their outlying student parking lots as “SPECIAL EVENT” parking lots and provide shuttle service to the core downtown, or event, area (and return) at suitable intervals. Candidate CSM lots would be the commuter parking lots located on the south side of 19th near the intersection of the 6th Ave. Freeway and the three general parking lots situated west of
Washington between 17th and 18th streets. This would probably only work during on weekends during the summer months or when student populations are at a minimum. Also, additional signage (and advertising) would be required... possibly temporary for the event period only.

- Increased cost burden of maintaining expanded development and associated infrastructure.
  - More holiday decorations, increased trash collection, more power washing, more signage and directories, fire protection, law enforcement, etc.
- Ability to muster significant support of the public that is within the DDA boundary but outside the core downtown area

Focus Area 1. Encourage and support Business Vitality for both individual businesses and the DDA area as a whole:

- Form a cohesive downtown support group to leverage the efforts of individual groups including the Chamber of commerce, DDA, Visit Golden and...
- Support and Participate in the Visit Golden program
  - Have a board seat
  - Contribute financially
  - Promote/intensify the "Shop Golden" campaign
- Improve signage and directories for downtown
  - Regularly update directory signs
  - Consider on line information alternatives
- Recognize the role and importance of the Coors Tour, and support and encourage its enhancement and success.
  - Consider tour impacts of infrastructure and transportation projects.
  - Maintain regular contact with brewery tour operators.
- Help encourage an on-going improvement (and expansion when warranted) of downtown events.
  - Encourage/fund an updated Golden wide survey (residents, merchants, and business property owners) regarding the degree of community participation and support of existing and proposed events to assist in sharpening any expansion criteria.
  - Assist in the development of a cost-benefit model and check list to assist in future event selection.
- Improve and expand downtown business assistance programs.
  - Façade and signage grants
Focus Area 2. Encourage and invest in the enhancement of our community character and culture

- Maintain cost effective and attractive seasonal decoration programs to benefit merchants and the community.
  - Holiday decorations
  - Seasonal and event banners
- Participate in and support the Public Art program
- Seek and support efforts for enhanced landscape development and public spaces
- Maintain the historic scale and character of the area by careful review of any redevelopment projects supported by the DDA.
  - Link Redevelopment participation agreements to projects that meet design requirements.
- Actively support proposed developments that include provisions for the preservation of established natural elements, such as irreplaceable old growth trees and terrain that characterize the Golden landscape.
- Partner with the City and encourage burying power/utility lines within the DDA, boundary to harden the infrastructure and enhance the views, overall appearance, and skyline.
- Improve directional signage outside the downtown core
- Improve gateways into the downtown area
  - 19th and Washington
  - Washington and SH 58

Focus Area 3. Invest in developing and maintaining quality public spaces and infrastructure.

- Continue to invest in improved pedestrian connections and facilities
Include a focus on residential parts of the DDA boundaries

- Fund the installation of improved bike parking facilities
- Look to add parking near trails and amenities
- Be ready to add parking when warranted.
- Continue to improve the downtown streetscape.
- Balance reasonable use of sidewalks by adjacent businesses and the general public, especially on Washington Avenue.
- Work with building owners to redesign awnings and remove posts that block the sidewalk corridor.

Work with building owners/tenants and consider small TIF agreements to rework building interiors, rather than encroaching on public spaces in order to accommodate additional customer traffic. For example: Some buildings that house restaurants have very high ceilings (admittedly filled with some duct work and electrical wire conduits) in which perhaps mezzanines could be fabricated (building, safety, and fire codes permitting) to accommodate additional customers rather than using the public sidewalks. In other cases, perhaps a second story could be added to the original structures (as is being considered by the Buffalo Rose), which again would protect public spaces and enhance walk ability.

- Support the procurement and installation of solar powered trash compactors (to replace existing trash cans in downtown streetscape areas) as demonstrated during the Saturday event along Miner’s alley. (It is recognized that this is an expensive proposition and may not pass a cost-benefit assessment for our small town).

- Develop the ability to “flex” the use of on street parking
- Improve alleys
  - Need to plant trees along Miner’s alley, as there is a need to mitigate the mid-day and afternoon sun during the summer months. This may impact a few parking spaces in the adjacent parking lots. *(STEVE…I recognize that this is an action vs. a strategy and only included it as a thought.)*

- DDA to actively participate in community decisions about the role and future of the Clear Creek Corridor.
- Consider a future Civic Center (not on 10th west of Washington)
- Plan a Jackson Street plaza or series of public spaces to be implemented with East downtown redevelopment.
- Encourage or require more defined access to the creek incorporated into adjacent redevelopment.
- Address the intersection of 14th and Ford and the Jackson Street diagonal
- Specifically address streetscape and bike/pedestrian improvements on Ford Street.
- Invest in outdoor performance space
Focus Area 4. Encourage Land Uses and Transportation Policies that support community goals

- Improve connectivity to transit and the metro rail system.
  - Enhanced call and ride
  - Car share
  - Bike share
  - Private “taxi” style support for off hours
  - Enhanced fixed route (bus) transit
- **Promote/sponsor cyclist/driver safety campaign** (and brochure for visitors center as well as on-line information) to educate residents and visitors on unique Golden situations (19th St. from 6th Ave to Washington for example) and “rules of the road” in order to enhance the enjoyment and safety of moving to and within the downtown area.
- Require sustainability in all programs
  - Include sustainability requirements in all redevelopment agreements
- Encourage workforce housing
- Consider a mixed-use “west side” redevelopment along Arapahoe to replace surface parking with mixed use and parking.
- Create unique East downtown neighborhood that supports rather than mimics Washington Avenue core.
- Evaluate zoning code requirements related to redevelopment
  - Cash in lieu of parking
  - Parking requirements
  - 25% minimum non residential in mixed-use
- Address loading issues with commercial businesses
- Address recycling issues with existing commercial businesses
- Encourage preservation of the post office building
Last year I visited a community called Seaside in Florida. It’s a beautiful little community and their website says “A simple, beautiful life” see http://www.seasidelf.com/- it’s a nice website that defines who they are.

This is the community that was a subject of a movie called The Truman Show that starred Jim Carrey. I’m not saying Golden should be like this but it is perceived as a clean, well kept town. There is consistency to the look and feel of things there.

That being said, I suggest we perhaps should have some overarching Objectives and Strategies about where we are now and where we want to be (look and feel like, etc.). For example:

Golden DDA Objectives:
1.  
2.  
3.  

Strategies:
1.  
2.  
3.  

Challenges DDA will face in seeking to achieve downtown goals:

- Limited resources, especially in early years
- Limited retail diversity, other than food/ restaurants
  - One thing that is lacking is “what do we want Downtown Golden to look like?”
    - What the current state (mapped out via a pictogram) and what’s a desired state...maybe have 3-5 ideas mapped out regarding what Golden “could look like”?
- Perceived high rents
  - As perceived by retail tenants? Note, if a property owner has any vacancy, and has debt, then the business model is not highly profitable short term – property taxes alone can approximate 2 months of rent revenue. After the business is paid off then the income stream is good. All this depends on the financial strength of the property owner and specific circumstances that likely vary across all properties.
- Inconsistent retail hours of operation
  - How do we keep Golden alive longer into the night (do we want to?)
  - Survey businesses so we know actual hours of operation by business.
- City codes can be a barrier to some projects
  - 1% growth system
Focus Area 1. Encourage and support Business Vitality for both individual businesses and the DDA area as a whole:

- Form a cohesive downtown support group to leverage the efforts of individual groups including the Chamber of commerce, DDA, Visit Golden and…
  - It would be good to have a common vision and to make sure everyone is focused on common objectives. It probably makes sense from an efficiency perspective as well.
- Support and Participate in the Visit Golden program
  - Have a board seat
  - Contribute financially
- Improve signage and directories for downtown
  - Regularly update directory signs – however, make sure businesses have staying power…maybe ask them to participate in the cost and then reimbursed after 1 year in business.
  - Consider on line information alternatives
- Recognize the role and importance of the Coors Tour, and support and encourage its enhancement and success.
  - Consider tour impacts of infrastructure and transportation projects.
- Maintain regular contact with brewery tour operators. We should consider having a DDA member as liaison with MillerCoors. We need to embrace MillerCoors as an ally to Golden; we share in our mutual visitation success.

- Help encourage an on-going improvement (and expansion when warranted) of downtown events. Coordinated effort among parties. The Better Block party expanded things beyond Washington Avenue. Curious as to what business owners want and what helps drive their business.

- Improve and expand downtown business assistance programs.
  - Facade and signage grants — consistent with what we want the overall area to look and feel like.
  - Web site grants — similar to directories: businesses should have staying power (we don’t want to fund a new tenant and then they go out of business a few months later).
  - Small TIF agreements for certain tenant improvements

- Expand maintenance and cleanliness of public spaces
  - Power washing
  - Additional maintenance — cleanliness and things like weeds not getting pulled can define the city. We need to make sure the small things (inexpensive) are taken care of.

Focus Area 2. Encourage and invest in the enhancement of our community character and culture

- Maintain cost effective and attractive seasonal decoration programs to benefit merchants and the community.
  - Holiday decorations — maybe ask business owners / property owners to get more engaged and participate in the decorations (vs. just city lights).
  - Seasonal and event banners

- Participate in and support the Public Art program
- Seek and support efforts for enhanced landscape development and public spaces
- Maintain the historic scale and character of the area by careful review of any redevelopment projects supported by the DDA.
  - Link Redevelopment participation agreements to projects that meet design requirements.

- Improve directional signage outside the downtown core
- Improve gateways into the downtown area
  - 19th and Washington
  - Washington and SH 58
Focus Area 3. Invest in developing and maintaining quality public spaces and infrastructure.

- Continue to invest in improved pedestrian connections and facilities
  - Include a focus on residential parts of the DDA boundaries — define what this means.
- Fund the installation of improved bike parking facilities — but make sure the bike parking facilities are attractive and unique (not just metal posts).
- Look to add parking near trails and amenities
- Be ready to add parking when warranted.
- Continue to improve the downtown streetscape.
- Balance reasonable use of sidewalks by adjacent businesses and the general public, especially on Washington Avenue.
- Work with building owners to redesign awnings and remove posts that block the sidewalk corridor. — and work with owners to redesign awnings, etc. to provide for a coordinated “Golden Look” that together will be better than any single design.
- Develop the ability to “flex” the use of on street parking
- Improve alleys — our downtown is relatively small. Let’s make our alleys attractive and not just dumpster / delivery / oil stained areas.
- DDA to actively participate in community decisions about the role and future of the Clear Creek Corridor. — aligns with common objectives across all groups.
- Consider a future Civic Center (not on 10th west of Washington) — provide more details on why needed and what this specifically looks like.
- Plan a Jackson Street plaza or series of public spaces to be implemented with East downtown redevelopment.
- Encourage or require more defined access to the creek incorporated into adjacent redevelopment.
- Address the intersection of 14th and Ford and the Jackson Street diagonal
- Specifically address streetscape and bike/ped improvements on Ford Street.
- Invest in outdoor performance space — Where? This could be game changing and highly beneficial to Golden. Important to find a location that could handle the traffic / parking, etc.

Focus Area 4. Encourage Land Uses and Transportation Policies that support community goals
• Improve connectivity to transit and the metro rail system.
  o Enhanced call and ride
  o Car share
  o Bike share
  o Private “taxi” style support for off hours — is there an opportunity with Uber (the App)?
  o Enhanced fixed route (bus) transit
• Require sustainability in all programs
  o Include sustainability requirements in all redevelopment agreements
• Encourage workforce housing
• Consider a mixed use “west side” redevelopment along Arapahoe to replace surface parking with mixed use and parking.
• Create unique East downtown neighborhood that supports rather than mimics Washington Avenue core.
• Evaluate zoning code requirements related to redevelopment
  o Cash in lieu of parking
  o Parking requirements
  o 25% minimum non residential in mixed use
• Address loading issues with commercial businesses
• Address recycling issues with existing commercial businesses
• Encourage preservation of the post office building
Downtown Development Plan

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Executive Summary

This Plan of Development for Downtown Golden is a guiding document to help direct the continued successful economic and social vitality of downtown Golden. It builds on (and follows in the footsteps of) the 1989 Urban Renewal Plan, as well Golden Vision 2030, and the 2011 City Comprehensive Plan, 2008 Downtown Character Plan, and 2012 East Downtown Plan, as they may be updated in the future. It will serve as the main guiding document for the Golden Downtown Development Authority and the specific programs and projects initiated in the effort to achieve and maintain the downtown area in accordance with Golden Vision goals and community values.

The Plan for Development builds upon the broader direction of Golden Vision, and the above mentioned adopted policy documents. This plan takes that policy guidance and identifies specific strategies in a number of policy and program areas, including…….
Chapter 1 Introduction

In 2012, the Golden City Council appointed a citizen and business task force to evaluate the implications of the anticipated 2014 conclusion of the Golden Urban Renewal Authority (GURA) project for the downtown area, first approved and initiated in 1989. GURA’s downtown project had been so successful in catalyzing positive redevelopment projects in the downtown area, as well as in creating and implementing business and community support projects and programs, that City Council requested a recommendation for the best entity or strategy to “keep this good thing going”. In the spring of 2013, the Downtown Development Committee presented its recommendation to City Council that Golden ask eligible electors in the downtown area to approve the creation of a Downtown Development Authority, pursuant to the provisions and authority of Title 31, Article 25, Part 8, CRS.

The Downtown Development Committee had considered a range of options, including a City directed and funded effort and a business improvement district or other similar type organization. In the end, the DDA structure was recommended as the most focused and effective model to continue our community success, with a sustainable and predictable fiscal model. In July 2013, City Council passed ordinance 1946, establishing the Golden Downtown Development Authority, subject to approval by downtown electors. The November 2013 vote to establish the Golden DDA was approved by a significant majority of votes cast, including the questions regarding the TABOR (Tax Payer Bill of Rights) question, authorizing the use of bonding, and the implementation of a 5 mill property tax to support DDA programs.

The DDA board was seated by City Council in March 2014, and immediately began two main efforts:

• The transition of programs and projects from GURA such that the DDA board will be solely responsible for determining which programs to continue and evolve; and
• The development of this Plan for Development to set the stage for the next generation of strategies and efforts to make downtown Golden the epitome of our Golden Vision goals and values.

This Plan for Development will synthesize the land use, infrastructure, and urban design directions in adopted City policy documents with economic vitality strategies and programs to continue GURA’s work, and to continue to realize the potential of our downtown area. The plan also details and documents the very strong fiscal position that the City and GURA have created to continue our community vitality efforts, and the manner by which the DDA will be economically sustainable and successful.
The fiscal model incorporated in (and authorized by) this Plan for Development includes the collection and use of property tax increment as permitted by Title 31, Article 25, Part 8, CRS, the use of sales tax increment as agreed upon with the City, and the imposition of a five mill property tax within the DDA boundaries, all of which require the adoption of this plan for enactment. By combining these dedicated revenues with the funding support committed herein by both the City of Golden and GURA, our downtown community will be assured of a sustainable, responsive organization committed to downtown’s continued success and vitality.

Chapter 2. Golden Downtown Development Authority

Purpose

Colorado Revised Statute, Title 31, Article 25, Part 8 provides for the creation of a Downtown Development Authority (DDA), “in order to halt or prevent deterioration of property values or structures within the central business districts, or to halt or prevent the growth of blighted areas within such business districts.” The central business district is defined to include “the principal business, commercial, financial, service, and governmental center” of the municipality. The area must also be zoned and used for such purposes. The area to be included within a downtown development authority may be all or part of what has been traditionally the downtown area of the municipality. The Golden DDA was formed in compliance with State of Colorado Statues and the district boundary is in conformance with the definition of the central business district.

Organization

A Downtown Development Authority is a separate corporate body. The creation of the Golden DDA was initiated by an ordinance of the Golden City Council (Ordinance 1946). Ordinance 1947 allowed the question of establishing the authority to be submitted to a vote of the qualified electors at the next regular election.

A qualified elector is one who is either a resident within the district, a landowner within the district, or a lessee (one who is the holder of a leasehold interest in real property within the district). A landowner or lessee that is not a natural person, such as a LLC or Corporation, could have voted if it designated a representative to cast its vote. The qualified electors within the district voted on November 5, 2013, to create the Golden DDA as organized and defined by Ordinances 1946 and 1947 and to approve a levy of five mills to fund the organization, with a tally of 63% in favor and 37% against the Golden DDA and 54% in favor and 46% against the levy of five mills.

As described in the Golden DDA Bylaws, the Board of Directors consists of seven members, each of whom is appointed by the City Council. Other than one director that is a member of the
City Council, to be eligible to serve as a director one must be an qualified elector, either a person or the representative of a corporate or institutional elector.

**Powers**

The DDA has power to acquire property, construct and equip improvements, and lease and sell property. The authority also has the power to develop and/or redevelop property within such areas. Any acquisition, construction, development, and activities must be consistent with the Plan of Development that has been approved by the governing body of the municipality. This Plan of Development includes suggestions on the design and development of public facilities including but not limited to “streets, parks, plazas, parking facilities, playgrounds, pedestrian malls, rights-of-ways, bridges, lakes, ponds, canals, utility lines or pipes and buildings.” Subsequent documents, in conformance with the guidance of this Plan of Development, may develop more specific design and construction plans for these facilities.

State statutes also explain that a DDA, through its Plan of Development, may provide for the use of property and sales tax increment financing (TIF). Before bonds payable from the tax increment revenues may be issued, the question of issuing the bonds and pledging the tax increment revenues must be approved by the electors of the authority, as was done in November 2013 for the Golden DDA. A more detailed discussion of tax increment financing and bonding is included later in this Plan.

**Boundary**

The DDA boundary is shown on the map on the following page. A legal description of the DDA is included as Appendix A of this Plan. Generally the DDA boundary includes the properties between 6th Street and 20th Street generally from west of Washington Avenue east to about Ford Street, although it extends further east and west from 10th Street to State Highway 58.

**Chapter 3. Community Vision / Goals**

*Downtown Golden has always been the cornerstone of our community character and identity. As we move forward building on our first 150 years, downtown will continue to be the place where the community focuses our primary civic and cultural interactions, as well as many of our economic and recreational activities.*

The community values that came out of the two year outreach process known as Golden Vision 2030 (GV 2030) define the foundation of this Downtown Development Plan as the implementing element of the sequence of evolving downtown plans from the 1989 Urban Renewal Plan forward. Starting with that 1989 GURA Plan, the community has continued to refine our
vision and strategies for downtown with additional efforts, whose recommendations are incorporated herein. Foremost among these plans are the 2008 Downtown Character Plan (which addressed a larger area in significant detail), and the 2012 East Downtown Plan that discussed redevelopment opportunities between Prospectors Alley and Ford Street. Also incorporated into this plan will be the recommendations of Golden Vision 2030 and the 2011 City Comprehensive Plan.

The results of the Golden Vision 2030 project provided community values that the citizens of Golden feel are important in preserving the lifestyle we cherish. One aspect of the Downtown Development Plan is to ensure that the recommendations fit within the context of the values. While not every value can be quantified or regulated, our values can usually be indirectly achieved through the use of quality urban design, and public and private investment and business vitality programs.

The community values created from Golden Vision 2030 are:

- Guiding Principles
  - Responsive Government
  - Controlled and Directed Change
  - An accessible and walkable community
  - Active outdoors and the environment
  - Safe, clean and quiet neighborhoods
  - Support for local business and downtown
  - Convenience and community amenities
  - Support for our history, culture and education
  - A family and kid friendly town
  - Friendliness and appreciation of our neighbors
  - Our sense of community
  - Belonging/volunteerism

In 1989 when the urban renewal plan was approved by City Council, Downtown Golden was a very different place than what we see today. Although much has physically changed in the past twenty plus years, what have been preserved are the goals and aspirations of Golden residents. The original GURA plan identified Clear Creek as a valuable asset for the community as a whole. Golden’s image of a small town with a Western feel was something that many residents felt should not be compromised. These visions and priorities of Golden residents continue to resonate today.
The GURA Plan was crafted primarily under the context of mitigating or ideally eradicating blight within Downtown Golden. With over twenty percent of storefronts and office space vacant, Golden had a very serious problem, and yet an opportunity to re-imagine how growth downtown should occur. It was in this context that many of the land use and planning suggestions were made.

The GURA Plan identified a number of opportunities for improvement ranging from immediate to long-term goals. Most of these recommendations have become a reality, while others have been bypassed due to a variety of constraints including but not limited to financial difficulty, changing trends in urban design, a more encompassing view of traffic and transportation, change in strategy, etcetera.

A comparison of the values and goals of the 1989 GURA Plan and Golden Vision 2030 demonstrate how enduring our vision for downtown has been. In terms of stated community values, the two plans twenty years apart are very consistent.

**Values from GV2030 compared to the 1989 GURA Plan**

From a more detailed perspective, there is also a great deal of consensus within the community about the desired character, and feel of the downtown area. The community has consistently embraced the following supporting principles for maintaining and enhancing the character of downtown Golden:

- Maintain the current, small town, and historic character of Golden.
• Balance growth and redevelopment pressures and the need to maintain community character.
• Increase the emphasis on making downtown pedestrian friendly and creating pleasant safe, walkable experiences for residents visiting or living downtown, and those using services.
• Recognize the unique role and importance of the Clear Creek corridor for both downtown and the entire community.
• Preserve as many of the existing core area buildings of historic significance as possible, in part using incentives.
• New buildings should either reflect period architecture representative of the commercial core, or blend in with the historic character of the existing buildings.
• Promote increased housing opportunities (of all types) in the downtown commercial core.
• Recognize that flexibility and/or incentives may be necessary for certain projects to achieve community goals.
• Emphasize recreational gathering places of an appropriate scale for downtown.
• Be a leader in sustainability and environmental initiatives.
• Recognize the need for vibrant and economically vital business and cultural communities for the success of other community goals.
• Recognize the role and importance of visitation and community scale and larger scale events for the culture and economic vitality of downtown.

The Downtown Development Authority’s mission will be to focus available resources and community energy toward the continued enhancement and vitality of our downtown area. In doing so, the DDA will concentrate its efforts and resources in four specific areas:

1. Business vitality and support
2. Community character and culture
3. Public spaces and infrastructure
4. Land use and transportation

The next section of this plan contains downtown vitality goals and strategies in each of these focus areas. In addition to these goals and strategies, the DDA board will periodically prepare shorter term action plans with detailed programs and projects to further the goals and strategies contained herein.
Chapter 4. Downtown Goals, Challenges, Strategies

(Not in text format yet… subject to much change)

Challenges DDA will face in seeking to achieve downtown goals:

- Limited resources, especially in early years
- Limited retail diversity, other than food/ restaurants
- Perceived high rents
- Inconsistent retail hours of operation
- City codes can be a barrier to some projects
  - 1% growth system
  - 25% non residential in mixed use
  - Downtown design standards and guidelines
  - Sustainability menu requirements
  - Parking requirements
- Limited actual parking supply
- Limited transit access
- Addressing Mines parking impacts

Focus Area 1. Encourage and support Business Vitality for both individual businesses and the DDA area as a whole:

- Form a cohesive downtown support group to leverage the efforts of individual groups including the Chamber of commerce, DDA, Visit Golden and…
- Support and Participate in the Visit Golden program
  - Have a board seat
  - Contribute financially
- Improve signage and directories for downtown
  - Regularly update directory signs
  - Consider on line information alternatives
- Recognize the role and importance of the Coors Tour, and support and encourage its enhancement and success.
  - Consider tour impacts of infrastructure and transportation projects.
  - Maintain regular contact with brewery tour operators.
• Help encourage an on-going improvement (and expansion when warranted) of downtown events.
• Improve and expand downtown business assistance programs.
  o Façade and signage grants
  o Web site grants
  o Small TIF agreements for certain tenant improvements
• Expand maintenance and cleanliness of public spaces
  o Power washing
  o Additional maintenance

Focus Area 2. Encourage and invest in the enhancement of our community character and culture

• Maintain cost effective and attractive seasonal decoration programs to benefit merchants and the community.
  o Holiday decorations
  o Seasonal and event banners
• Participate in and support the Public Art program
• Seek and support efforts for enhanced landscape development and public spaces
• Maintain the historic scale and character of the area by careful review of any redevelopment projects supported by the DDA.
  o Link Redevelopment participation agreements to projects that meet design requirements.
• Improve directional signage outside the downtown core
• Improve gateways into the downtown area
  o 19th and Washington
  o Washington and SH 58

Focus Area 3. Invest in developing and maintaining quality public spaces and infrastructure.

• Continue to invest in improved pedestrian connections and facilities
  o Include a focus on residential parts of the DDA boundaries
• Fund the installation of improved bike parking facilities
• Look to add parking near trails and amenities
• Be ready to add parking when warranted.
• Continue to improve the downtown streetscape.
• Balance reasonable use of sidewalks by adjacent businesses and the general public, especially on Washington Avenue.
• Work with building owners to redesign awnings and remove posts that block the sidewalk corridor.
• Develop the ability to “flex” the use of on street parking
• Improve alleys
• DDA to actively participate in community decisions about the role and future of the Clear Creek Corridor.
• Consider a future Civic Center (not on 10th west of Washington)
• Plan a Jackson Street plaza or series of public spaces to be implemented with East downtown redevelopment.
• Encourage or require more defined access to the creek incorporated into adjacent redevelopment.
• Address the intersection of 14th and Ford and the Jackson Street diagonal
• Specifically address streetscape and bike/ped improvements on Ford Street.
• Invest in outdoor performance space

Focus Area 4. Encourage Land Uses and Transportation Policies that support community goals

• Improve connectivity to transit and the metro rail system.
  o Enhanced call and ride
  o Car share
  o Bike share
  o Private “taxi” style support for off hours
  o Enhanced fixed route (bus) transit
• Require sustainability in all programs
  o Include sustainability requirements in all redevelopment agreements
• Encourage workforce housing
• Consider a mixed use “west side” redevelopment along Arapahoe to replace surface parking with mixed use and parking.
• Create unique East downtown neighborhood that supports rather than mimics Washington Avenue core.
• Evaluate zoning code requirements related to redevelopment
  o Cash in lieu of parking
  o Parking requirements
  o 25% minimum non residential in mixed use
• Address loading issues with commercial businesses
• Address recycling issues with existing commercial businesses
• Encourage preservation of the post office building

Chapter 5. Financial Information

The Plan of Development, as presented here, relies primarily upon the strength of the central business district to finance the public facilities, renovations, and repairs necessary to maintain and revitalize the area encompassed by the downtown boundary. As the vitality and success of the district improves funding for projects will increase as well.

The DDA will be funded through a combination of property tax increment financing, an ad valorem tax of five mills, an initial period of sales tax increment, and other funds as available. For the initial start up period, the DDA will receive “seed” funding from the City and the Golden Urban Renewal Authority. The DDA and associated groups may seek out grant funds and private funding to supplement these primary sources of funds. The Authority may also be financed from donations, moneys borrowed, and such other sources as may be approved by the governing body (C.R.S. 31-25-816(2)). The DDA budget must be approved annually by the DDA Board of Directors prior to adoption by the Golden City Council.

The City of Golden has created a Downtown Development Authority Fund. All authorized revenue generated for the DDA within its boundaries shall be placed within this fund. Expenditures from the fund shall be for the express benefit of the downtown district. All interest earned on the deposit or investment of funds allocated to this fund shall be paid into this fund. This fund may also have sub-funds for specific purposes. Subsequent to authorization of debt and issuance of bonds, the City shall establish such other funds and accounts as may be necessary to service the debt on bonds, loans, notes and advances and to create a debt service reserve to cover a portion of the debt service on bonds, notes, loans or advances.

To accomplish the goals of the Plan in a cost-effective manner, the City of Golden and DDA have entered into a cooperation agreement to provide direct support to the DDA. The DDA may further partner with City departments and staff for work related to its responsibilities as outlined in this Plan of Development and as is determined appropriate by the City Manager.

Tax Increment Financing

Tax increment financing (TIF) allows the property owners and businesses to feel confident that the tax dollars they pay will be directly reinvested back into downtown for the benefit of the businesses and properties that generate those tax dollars. It is a system designed to create a
positive cycle of reinvestment in downtown districts that have been faced with a significant period of disinvestment. It is a system that does not harm other taxing districts, but is designed to prevent further declines in revenues to those entities and provide a catalyst for property values and sales to increase throughout the community.

Using TIF revenues, the DDA can invest in public amenities that encourage redevelopment or new development and it can also provide direct contributions to facilitate new private development. For example, the funds generated from a new development can be used to build a public plaza and road improvements to improve circulation that helps make a new development possible. Another possibility is that the DDA might work with a developer to establish an agreement that would provide some public amenities adjacent to a new development such as a plaza or pedestrian mall in order to incentivize that new development. The DDA might also acquire land, demolish a structure, and convey the land to a developer to facilitate a new development project. Many times, the DDA may rebate a portion of its’ future tax increment revenues back to a project under a specific Owner Participation Agreement to defer the cost of certain improvements, and improve the financial viability of a desired development or redevelopment.

The DDA can also use TIF revenues to provide assistance to property owners who want to rehabilitate or expand their property. An example of this type of assistance might be a façade improvement loan program.

**Property TIF**

To initiate TIF for property tax, the property tax base within the DDA is set at the last certified valuation of such property. After plan adoption, the assessed value to which the mil levy for Jefferson County, the R-1 School District and other entities that levy a property tax in the DDA boundary would be the same each year (with adjustment in assessed valuation for general reassessments). The mill levy for each of the overlapping taxing jurisdictions is applied to the base assessed value (as adjusted) for each year of the plan. Revenue for that base assessed value continues to go to the appropriate taxing entity. As the properties in the plan area begin to increase in value due to the development or redevelopment efforts of the DDA, the tax revenue generated by that increase in assessed value is reinvested back in downtown. The other entities still receive the revenues from the base values (as adjusted by re-assessment every two years).

**Sales TIF**

To initiate TIF for sales tax, the total sales tax revenue from the previous twelve-month period ending on the last day of the month prior to the date of approval is set as the baseline. The sales tax revenue to the City of Golden would be set at that level. Per the Intergovernmental Agreement pertaining to funding between the DDA and City, 50% of the increase in General
Fund sales tax revenue above those base levels will be directed towards reinvestment in the downtown area through the end of the 2024 sales year.

The sales tax TIF revenue is only on the municipal portion of the sales tax and will not affect county, state, or any other sales tax revenue.

This Plan of Development outlines the type of projects that may be undertaken with TIF revenue in accordance with C.R.S. 31-25-807. Included in the Appendix are examples of property tax and sales tax TIF projects previously approved in the DDA area by GURA during its’ plan period. These examples demonstrate how TIF is an important tool to increase overall and individual value in the downtown district.

**Mil Levy and Other Funding Sources**

The eligible voters within the DDA were asked whether or not they approved of an ad valorem tax on property within the DDA boundary to fund the organization. The eligible voters in the district approved this source of funding with a 54% approval rating. Based upon the vote, City Council may assess the additional ad valorem tax up to a maximum of 5 mils. The proceeds from such levy are used together with other revenue sources to fund budgeted operations of the DDA, including administration, capital projects, business and community vitality programs, necessary studies and promotional activities. If assessed, this source of funds will continue for the life of the organization, a period of 30 years with the option to two 20-year renewals.

According to C.R.S. 31-25-808(1)(f), the DDA Board may impose rates, fees, tolls, rents, and charges for use of DDA property (or property under its control). The Board may also receive revenue from other governments and may borrow money using TIF and other revenues to repay the loans. A DDA has no independent taxing or eminent domain power. The DDA, as a separate corporate body, may also apply for grant funding from federal, state, or private sources.

**Bonding**

Based upon the positive vote on November 5, 2013, City Council may on behalf of the DDA issue bonds for specific projects based upon anticipated tax increment revenues for repayment. This authority to issue bonds is subject to prudent fiscal evaluation, and likely would not be considered until there is substantially more history and assurance of the tax increment revenue stream to commit to repayment.

**Financial Allocation**

This section includes an overview of how the DDA will allocate revenue from the sources listed above.
Overall, the mil levy revenue will be used to operate the DDA organization. There will always be a strong emphasis on maintaining low overhead and administrative costs. For that reason, mil levy revenue beyond what is needed for operations will be used for projects and programs to benefit area residents and businesses. Because the DDA has the mil levy in place, other local government and districts that partner in implementing the TIF can be assured that those incremental revenues are going directly into economic development and business support efforts in the downtown district and are not being used to fund administration or personnel.

Revenue that comes from the sales and property tax TIF will generally be used for district-wide economic development efforts, physical improvements in the district, and redevelopment agreements to support private development that benefits the district.

Grants, loans, and other sources of funding will be used for project-specific purposes. In most cases, these sources of revenue have terms that dictate how the money can be used. As needs arise and specific projects are identified, the DDA will search for funding sources that can leverage local dollars for a larger impact.

Chapter 6. Plan Review and Updates

The Downtown Development Plan and major goals and focus areas are intended to guide the DDA board in implementing our downtown vision for several years. As such, it is not anticipated that this plan will be amended or updated except as needed. However, in order to assure that specific strategies, projects, and programs continue to meet the community’s needs, the DDA will prepare an initial action plan upon adoption of this plan containing specific programs and project focus areas. This action plan will be reviewed at least every three years, and updated as needed.
INTERGOVERNMENTAL AGREEMENT- CITY AND DDA

THIS INTERGOVERNMENTAL AGREEMENT (hereinafter the “Agreement”) is entered into by and between the CITY OF GOLDEN, a home rule municipal corporation located in Colorado (hereinafter “City”) and the GOLDEN DOWNTOWN DEVELOPMENT AUTHORITY, a Downtown Development Authority, established and operated pursuant to the provisions of Title ____ of Colorado Revised Statutes and located within the boundaries of the City of Golden, Colorado (hereinafter “DDA”), and shall be effective on January 1, 2015.

RECITALS

WHEREAS, by Ordinance No.1946, dated July 11, 2013, the City Council of the City of Golden (the "City") declared the need for an entity to continue providing economic development support for the downtown area, and thereby created and established the Golden Downtown Development Authority pursuant to the provisions of Colorado law, and subject to a positive vote of eligible electors at the November 5, 2013 special election; and

WHEREAS, by virtue of the passage of DDA ballot question 1, and DDA ballot issue 300, 301, and 302 the DDA has been established and will continue to fulfill its obligations to the Golden community through programs and projects that are authorized by a Downtown Development Plan; and

WHEREAS, considering the initially modest direct property tax and incremental property tax revenues that the DDA will receive based upon state statute and the approval of a 5 mill property tax levy by eligible electors, and the gradual growth in revenues into the future, the City and DDA desire to enter into this Agreement to provide additional funding to the DDA for operations and programs.

AGREEMENT

1. Sales Tax Increment. In recognition of the goals of the Comprehensive Plan, Downtown Character Plan, East Downtown Plan, and other adopted policy documents of the community, City Council hereby authorizes use of a portion of incremental City of Golden general fund sales tax generated within the DDA boundaries according to the following provisions and limitations:
   a. For the purposes of this agreement, “City of Golden general fund sales tax” shall mean that portion of the City’s sale tax that is available for use in the City’s general fund, and specifically excludes that portion of the sales tax that is restricted to use for capital projects. The City of Golden general fund sales tax rate is currently two percent. Any future increases in the City of Golden sales tax...
rate shall not be a basis for an increase in the increment as calculated in this agreement.
b. The “base level” of City of Golden general fund sales taxes for the DDA shall be calculated based upon the City of Golden general fund sales tax collections received by the City during the 12 month period ending on December 31, 2013, which amount the parties agree to be $1,439,361.50.
c. Commencing upon the close of the last City of Golden fiscal quarter of 2015 and continuing annually through the end of 2024, the City will calculate the City of Golden general fund sales tax increment for the four previous quarters, which shall equal to the difference between actual City of Golden general fund sales tax collections from the DDA area and the base level described in section 1.b. (the “Annual Increment”). The City shall transfer 50% of the Annual Increment to the DDA within 30 days of calculation.
d. The City may, in its discretion, make estimated quarterly transfers of the anticipated Annual Increment for each of the three quarters prior to calculation, provided that the transfer on the fourth quarter shall reconcile the actual amount of the Annual Increment to be transferred for the entire year.
e. The parties may seek to enter into a separate agreement for the period after 2024.

2. **Additional Funding.** In recognition of the initially modest available resources that the DDA will have available in its’ early years, and the gradual growth in revenues into the future, City council hereby authorizes financial support for the DDA as follows:

a. For the period of 2015 thru and including 2019 (years 1 thru 5) the City will annually contribute 200,000, with 50% of the contribution considered a loan, said contribution to include any City provided direct staffing and administration costs.
b. For the period of 2020 thru 2024 (years 6 thru 10), if requested by the DDA board, the City will supplement the DDA’s annual tax increment revenue with City contributions up to the amount necessary to achieve $200,000 in total increment revenue, with 100% of the City contribution considered a loan, said contribution to include any City provided direct staffing and administration costs.
c. For the portion of the above contribution considered a loan, interest will begin to accrue in the year 2025, at a rate commensurate with the City’s portfolio rate of return. The full balance will be due and payable by the end of 2035.

3. **General Provisions.**

a. This Agreement shall inure to the benefit of and shall be binding upon the successors and assigns, if any, of the Parties hereto.
b. This Agreement is being executed and delivered and is intended to be performed in the State of Colorado, and the laws of Colorado shall govern the validity, construction, enforcement and interpretation of this Agreement. Exclusive jurisdiction and venue for resolution of any dispute arising hereunder shall be in the Jefferson County, Colorado District Court.

c. This Agreement embodies the whole agreement of the Parties hereto. There are no promises, terms, conditions, or obligations other than those contained herein. This Agreement shall supersede all provisions, communications, representations, or agreement, either verbal or written, between the Parties hereto.

d. A written waiver by any Party to this Agreement of the breach of any term or provision of this Agreement shall not operate or be construed as a waiver or any subsequent breach by another party.

e. The captions of the articles and sections of this Agreement are set forth only for the convenience and reference of the Parties hereto and are not intended in any way to define, limit, or describe the scope or intent of this Agreement.

f. Notwithstanding any language in this Agreement, the City shall not be deemed to be a member, partner, or joint venturer of GURA, and the City shall not be responsible for any debt or liability of GURA or its contractors, agents or developers. GURA shall not be responsible for any debt or liability of the City or their contractors or agents in relation to the subject matter of this Agreement.

g. If any portion or portions of this Agreement shall be determined to be illegal or unenforceable, the remainder of this Agreement shall not be affected thereby and shall remain in full force and effect as if such illegal or unenforceable portion or portions did not exist.

The Parties hereto have executed this Agreement to be effective as of the date first above written.
CITY OF GOLDEN

By: ____________________________________________

Mayor

Attest: ______________________________________

City Clerk

GOLDEN DOWNTOWN DEVELOPMENT AUTHORITY

By: ____________________________________________

Chair

Attest: ______________________________________

Secretary
INTERGOVERNMENTAL AGREEMENT- GURA AND DDA

THIS INTERGOVERNMENTAL AGREEMENT (hereinafter the “Agreement”) is entered into by and between the GOLDEN URBAN RENEWAL AUTHORITY, an Urban Renewal Authority, established and operated pursuant to the provisions of Title 31 of Colorado Revised Statutes and located within the boundaries of the City of Golden, Colorado (hereinafter “GURA”), and the GOLDEN DOWNTOWN DEVELOPMENT AUTHORITY, a Downtown Development Authority, established and operated pursuant to the provisions of Part 8 of Article 25 of Title 31 of the Colorado Revised Statutes and located within the boundaries of the City of Golden, Colorado (hereinafter “DDA”), and shall be effective on June 1, 2014.

RECITALS

WHEREAS, by Resolution No. 343, dated June 26, 1989, the City Council of the City of Golden (the "City") declared that an urban renewal authority was necessary to eliminate blight and prevent injury to the public health, safety, morals, and welfare of the residents of the City, and thereby created and established the Golden Urban Renewal Authority pursuant to the provisions of the Colorado Urban Renewal Law; and

WHEREAS, GURA continues to fulfill its obligations to the Golden community through programs and projects that are authorized by various Urban Renewal Plans, as approved by the Golden City Council; and

WHEREAS, by Ordinance No.1946, dated July 11, 2013, the City Council of the City of Golden (the "City") declared the need for an entity to continue providing economic development support for the downtown area, and thereby created and established the Golden Downtown Development Authority pursuant to the provisions of Colorado law, and subject to a positive vote of eligible electors at the November 5, 2013 special election; and

WHEREAS, by virtue of the passage of DDA ballot question 1, and DDA ballot issue 300, 301, and 302 the DDA has been established and will continue to fulfill its obligations to the Golden community through programs and projects that are authorized by a Downtown Development Plan; and

WHEREAS, considering the initially modest direct property tax and incremental property tax revenues that the DDA will receive based upon state statute and the approval of a 5 mill property tax levy by eligible electors, and the gradual growth in revenues into the future, GURA and DDA desire to enter into this Agreement to provide additional funding to the DDA for operations and programs.
1. 2014 program and Administrative support. In consideration of GURA’s strong commitment to the success of the DDA, and recognizing that the DDA will not have any direct revenue until 2015, GURA has budgeted and intends to fund and jointly implement the continuation of certain GURA programs through the end of 2014, as contained in GURA’s adopted budget so that the DDA can begin to take over such programs. GURA further commits to fund the DDA’s administrative costs for 2014, as described in that certain Intergovernmental Co-operation Agreement between the DDA and the City of Golden, dated June 1, 2014, and attached hereto as Exhibit A.

2. Additional Funding. In recognition of the initially modest available resources that the DDA will be have available in its’ early years, and the gradual growth in revenues into the future, GURA hereby authorizes financial support for the DDA for the period of 2015 thru and including 2019 (years 1 thru 5). For this period, GURA will contribute a total of $500,000, as follows:
   i. $300,000 on or before January 10, 2015.
   ii. $50,000 annually for 2016 through 2019 payable on or before January 10th of each year.

3. GURA Downtown Special Fund. Through careful use of incremental revenues generated by GURA’s downtown project during the course of the 25 year effort, GURA has created and will maintain for the period of this agreement the Downtown Special Fund.
   a. GURA will make this fund available for specific projects in the downtown area subject to the following criteria:
      i. Projects must be either substantial capital infrastructure or significant redevelopment projects. Operating or general grant and business assistance programs will not be eligible.
      ii. Projects must be physically located within the original GURA boundaries (which are similar, but not identical to the DDA boundaries).
      iii. Projects must demonstrate that they support the 1989 GURA Plan goals.
      iv. Projects may be submitted by the DDA or the City of Golden, and should be supported by GURA and both the DDA and City.
   b. Any remaining funds in the Downtown Special Fund as of December 31, 2019 will be transferred in total to the DDA no later than January 10, 2020.
4. **General Provisions.**

a. This Agreement shall inure to the benefit of and shall be binding upon the successors and assignees, if any, of the Parties hereto.

b. This Agreement is being executed and delivered and is intended to be performed in the State of Colorado, and the laws of Colorado shall govern the validity, construction, enforcement and interpretation of this Agreement. Exclusive jurisdiction and venue for resolution of any dispute arising hereunder shall be in the Jefferson County, Colorado District Court.

c. This Agreement embodies the whole agreement of the Parties hereto. There are no promises, terms, conditions, or obligations other than those contained herein. This Agreement shall supersede all provisions, communications, representations, or agreement, either verbal or written, between the Parties hereto.

d. A written waiver by any Party to this Agreement of the breach of any term or provision of this Agreement shall not operate or be construed as a waiver or any subsequent breach by another party.

e. The captions of the articles and sections of this Agreement are set forth only for the convenience and reference of the Parties hereto and are not intended in any way to define, limit, or describe the scope or intent of this Agreement.

f. Notwithstanding any language in this Agreement, GURA shall not be deemed to be a member, partner, or joint venturer of the DDA, and GURA shall not be responsible for any debt or liability the DDA or its contractors, agents or developers. The DDA shall not be responsible for any debt or liability of GURA or their contractors or agents in relation to the subject matter of this Agreement.

g. If any portion or portions of this Agreement shall be determined to be illegal or unenforceable, the remainder of this Agreement shall not be affected thereby and shall remain in full force and effect as if such illegal or unenforceable portion or portions did not exist.

The Parties hereto have executed this Agreement to be effective as of the date first above written.
GOLDEN URBAN RENEWAL AUTHORITY

By:_________________________________

Chair

Attest: ________________

Secretary

GOLDEN DOWNTOWN DEVELOPMENT AUTHORITY

By:___________________________

Chair

Attest: _______________________

Secretary
## Preliminary Calc of GURA Downtown Fund, Post Debt Retirement

<table>
<thead>
<tr>
<th>Item</th>
<th>Amount</th>
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<tr>
<td>2013 Year End Cash Reserves</td>
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<td>2014 Property Tax Increment</td>
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<tr>
<td>2014 Sales Tax Increment</td>
<td>$850,000</td>
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<tr>
<td>2015 Property Tax Increment</td>
<td>$1,500,000</td>
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<tr>
<td>Other URA debt to downtown</td>
<td>$75,000</td>
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<tr>
<td><strong>Sub Total Revenues</strong></td>
<td><strong>$5,850,000</strong></td>
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<tr>
<td>2014 Debt (P &amp; I)</td>
<td>($1,270,000)</td>
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<tr>
<td>2014 conservative operating*</td>
<td>($630,000)</td>
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<tr>
<td>2015 Debt (P&amp;I)</td>
<td>($1,300,000)</td>
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<tr>
<td>2014 Miners Alley Repaving</td>
<td>($150,000)</td>
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<tr>
<td>2014 Washington Streetscape**</td>
<td>($500,000)</td>
</tr>
<tr>
<td><strong>Subtotal Firm Obligations</strong></td>
<td><strong>($3,850,000)</strong></td>
</tr>
</tbody>
</table>

### Preliminary Downtown Legacy Fund

- Colfax URA Loan: ($500,000)
- DDA Seed Money: ($500,000)

**Subtotal Opportunities**: ($1,000,000)

| Initial Fund Balance                                     | $1,000,000  |
| Colfax Loan Repayment                                    | $500,000  |
| **Proposed Legacy Fund for Major Project**              | **$1,500,000** |

* 2014 Conservative operating includes reduced administration and all programs, except infrastructure and debt service.

** Washington Avenue Streetscape includes City paving project and 14th to 18th.
DDA BUDGET FOR HIGH PRIORITY PROJECTS ONLY

This spreadsheet is based on the 2012 JeffCo assessment of the GURA District as modified by property additions and substractions of the proposed DDA Boundary.

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
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<td><strong>REVENUES:</strong></td>
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<td>Sales Tax Increment</td>
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<td>20,560</td>
<td>20,971</td>
<td>21,391</td>
<td>21,818</td>
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<td>Property Tax Increment</td>
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<td><strong>Sub Total Tax Increment Revenue</strong></td>
<td>20,157</td>
<td>20,560</td>
<td>20,971</td>
<td>21,391</td>
<td>21,818</td>
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<td><strong>Other Revenue</strong></td>
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<td>5 Mil Levy within the DDA Boundary</td>
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<td>154,287</td>
<td>157,373</td>
<td>157,373</td>
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<td><strong>Sub Total Other Revenue</strong></td>
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<td>404,787</td>
<td>407,873</td>
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<td>411,020</td>
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<td><strong>TOTAL REVENUES</strong></td>
<td>681,693</td>
<td>429,601</td>
<td>433,133</td>
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<td><strong>DDA EXPENDITURES:</strong></td>
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<td>82,400</td>
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<td>87,418</td>
<td>90,041</td>
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<tr>
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<td>90,041</td>
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<td>Other business assistance</td>
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<td><strong>Total DDA Expenditures</strong></td>
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<td>416,800</td>
<td>428,744</td>
<td>442,836</td>
<td>449,081</td>
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<td><strong>Net Revenue/(Loss)</strong></td>
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<td>12,801</td>
<td>4,389</td>
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<td>333,883</td>
<td>324,603</td>
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<td>37</td>
<td>312,688</td>
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## Priorities Evaluation Matrix

**DDA**

### Projects

<table>
<thead>
<tr>
<th>Capital Infrastructure</th>
<th>2014 GURA Budget</th>
<th>Assumed 2015 DDA Budget</th>
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</thead>
<tbody>
<tr>
<td>Projects</td>
<td>100000.00</td>
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<tr>
<td>Redevelopment Support</td>
<td>40000.00</td>
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### Infrastructure Management

<table>
<thead>
<tr>
<th>Project</th>
<th>2014 GURA Budget</th>
<th>Assumed 2015 DDA Budget</th>
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</thead>
<tbody>
<tr>
<td>Memorial Engraving</td>
<td>250.00</td>
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<tr>
<td>Downtown Directories updates</td>
<td>2,000.00</td>
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<tr>
<td>Banners Labor</td>
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<tr>
<td>Holiday Lights</td>
<td>85,000.00</td>
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<tr>
<td>Power Washing</td>
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<tr>
<td><strong>Subtotal</strong></td>
<td><strong>103,250.00</strong></td>
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### Business Assistance (Retention/Attraction)

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<tr>
<th>Project</th>
<th>2014 GURA Budget</th>
<th>Assumed 2015 DDA Budget</th>
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<tr>
<td>Public Art</td>
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<tr>
<td>Web Pilot Program</td>
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<td>Buy Golden Week</td>
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<td>Loveland Gardens</td>
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<td>Miners Alley Playhouse</td>
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<tr>
<td>Visit Golden</td>
<td>15,000.00</td>
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<tr>
<td>Façade and Alley Renovations</td>
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<tr>
<td>General Improvement Grant</td>
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<td>Energy Efficiency Grant</td>
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<td><strong>Subtotal</strong></td>
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### Tax Increment Financing

| Administration               | 65000.00         |                        |

### Total

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<tr>
<th></th>
<th>203000.00</th>
<th>365000.00</th>
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## GURA Direct Investment Program History

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<th>Project Type</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
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<tr>
<td><strong>Façade Grants</strong></td>
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<tr>
<td>Natures Gifts Candles Bldg.</td>
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<td>$10,700</td>
<td>$10,700</td>
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<tr>
<td>Corner Mechanic (Awning)</td>
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<td>$3,928</td>
<td>$3,928</td>
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<td>NELI (Awning)</td>
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<td>The Alley</td>
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<td>$1,956</td>
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<td>Great West Property Management for Armory Bldg. (Entryway)</td>
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<td>Thai Gold (Painting &amp; Wood Work)</td>
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<td><strong>Patio Grants</strong></td>
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<td>Windy Saddle (Sidewalk Seating Fence)</td>
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<td>Toned Bones (Patio)</td>
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<td>Foss Bldg./Blue Canyon (Planter)</td>
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<td>Golden Moon (Patio &amp; Façade)</td>
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**Web Site Grants**

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Spent so far: $6,358.73