Downtown Development Authority
August 18, 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 July 21, 2014

IV. Public Comment

V. Business
   a. Draft Plan
   b. Holiday Lights
   c. DDA-GURA Joint Funding Agreement

VI. General updates

VII. Commissioners Concerns

VIII. Staff Report
   a. Capital Improvement Projects Update
   b. GURA Updates
   c. Communications and Newsletters

IX. Public Comment

X. Adjourn

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Memorandum

To:        DDA Board of Directors
From:    Steve Glueck, Executive Director
Date:        August 13, 2014
RE:        Meeting Memo for August 18, 2014 meeting

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

**Draft Plan**—On Wednesday, August 6 DDA staff met with Planning Commission to get feedback on the draft plan. During the Planning Commission Study Session the commissioners offered suggestions for improving the plan which included; referencing future policy documents in Chapter 3, clarifying and reordering some strategies in Chapter 4, and a statement in Chapter 5 which states that the DDA will collaborate and consult with Planning Commission when creating the 3 to 5 year action plans.

Presented before you tonight is a draft copy of the plan that includes the Planning Commission’s suggestions for improvement along with a revised Chapter 4 that has modifications to the focus areas. Strategies within the focus areas have been reordered from most likely to complete to the most difficult to implement based on lack of resources and the challenges listed at the beginning of Chapter 4.

Staff asks the board to review the most up to date draft copy of the plan and offer suggestions to further improve the plan with the idea that the 3 to 5 year action plans will be more detailed. It is the staff recommendation for the DDA board to submit all comments about the draft plan by Monday, August 25 to ensure that deadlines are met so that the plan can be adopted by City Council by late October or early November. It is important to have a plan in place before the start of 2015 in order to collect the 5 mil property tax and future property and sales TIF.

**Holiday Lights**—Included in your packet is an overview of the holiday lights programming. Staff will present the logistics and costs associated with the holiday lights. GURA will fund the installation of the holiday lights for this year, while the DDA will need to budget for the removal of the holiday lights in 2015 and the 2015 holiday season. Staff is asking the board to discuss if the DDA should expand or reduce the amount of holiday lights in 2015, and how much the board intends to budget for the this program for the 2015 removal and future years based on the information provided. At some point, the DDA board should discuss whether to investigate larger changes, such as moving away from white lights in street trees.

**DDA-GURA Joint Funding Agreement**—After the last DDA board meeting staff updated the funding agreement to incorporate feedback from the DDA and GURA boards. Some revisions include language about the decision making process for projects in the downtown area, and that most of the money that is slated for the downtown legacy fund cannot be accessed until the debt is repaid. Staff expects that this agreement and the formal agreement with the City can be executed in September.
Capital Improvement Project Updates:
Miners Alley -- Survey work for Miners Alley is complete and verifies that without a major reconstruction of the parking lots, drainage in the alleys must generally maintain the current “V” shaped design to prevent flooding impacts on the adjacent businesses. While it is unfortunate not to be able to eliminate the center drainage, there will be substantial benefits to resurfacing the two blocks in colored concrete with strategic stamped details. If the project proceeds, the City will likely also repave the parking lot north of 12th Street where the asphalt is in poor condition. On August 11, 2014, the GURA board re-affirmed its support and funding up to $150,000 for the project.

Washington Avenue Streetscape – There has also been progress in evaluating the sight distance impacts for Washington Avenue intersections between 15th and 18th Streets in regards to the proposed pedestrian improvement up the hill. Based upon a detailed review of curb alignment, parking arrangement, and desired sight distance, the initial design for back in angle parking from 15th to 18th Streets actually maintains almost all of the current spaces, whereas the parallel option and the current situation would require elimination of almost all spaces to meet the design requirement for visibility at intersections. Staff does recommend eliminating parking south of 18th Street, but the general impact would not be a reduction for the core impacted area, and would eliminate the tall curbs and awkward interface of the existing parallel parking. Given this new design information, a general cost estimate is in the works. At the same time, the GURA board has asked a few more questions to be investigated before starting any community process.

DDA Communications and Outreach—On Wednesday, August 13 staff sent the DDA newsletter to DDA stakeholders. The aim of this type of communication is to inform people of what the DDA is tasked with, how the public can participate, and resources available to those within the DDA boundaries. Staff plans to send a newsletter on the second Wednesday of every month. Board members can submit articles for inclusion in the newsletter before the second Monday of the month. A copy of the newsletter that was sent is included in your meeting packet.

This is just one component of how the DDA will distribute information. Other methods of delivery will include articles in the Informer, email blasts, meetings with constituents, the DDA website and outreach events. Staff would like input on sending communications to DDA stakeholders, and other communication ideas for the DDA keeping in mind lack of personal and financial resources.
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 910 – 10th Street, Golden, Colorado, at the hour of 6:30 p.m. Commissioners present were:

| David Anderson | Dean deBenedet | Dean Valdez | Ed Dorsey | Brandon Narva |

Commissioners DeCaro and Behm were absent. Executive Director Steve Glueck, Redevelopment Specialist Aleah Menefee and were present. Members of the public included Dave Shuey, Roy Banks, Eileen Banks and GURA board members Doug Miller, John Eakes, Pamela Gould, Robert Reed, Patrick Story, and Josephine Colacci.

Ed Dorsey called the meeting to order at 6:32 p.m.

Approval of Minutes –
Dorsey called for a motion to approve the business meeting minutes of June 16, 2014. Anderson MOVED to approve the business meeting minutes. Narva SECONDED. All Commissioners present agreed.

Public Comment – Eileen Banks introduced herself and mentioned that she a key stakeholder in the development of Lots 2 and 4. Shuey is an active citizen and volunteers for many organizations including Visit Golden. He mentioned that Golden is a first class community and that the DDA should work together on coming up with lasting and sustainable solutions to the community’s concerns.

Commissioners Concerns- Anderson—none deBenedet—none Valdez—none Dorsey—none Narva—none

Regular Business –
Attorney proposal—Glueck mentioned that he received a proposal from the Williamson and Hayashi Law Office. David Williamson has done extensive legal work for the City of Golden. The proposal outlines that the law firm would serve as general legal counsel and the costs for such services for the DDA. Discussion ensued over some of the language presented in the draft contract. Dorsey called for a motion to accept Resolution #006 regarding legal services. Anderson MOVED to approve Resolution #006. Narva SECONDED. All commissioners present agreed.

Joint Meeting
During this time the GURA board introduced themselves. Dorsey asked Glueck to facilitate the joint meeting. Glueck provided an overview as to why a joint meeting is beneficial to both boards.

Downtown Legacy Fund—Glueck went into a detail about the downtown legacy fund. While the exact numbers that comprise the fund are not exact, the DDA seed money is the most likely to be accurate. There are a few stipulations with how the legacy fund should be used: the money has to be spent on a large infrastructure project and the funding should go to projects within the original GURA boundary. The legacy fund cannot be spent on programming. The DDA and GURA boards discussed the logistics of the joint funding agreement. Dorsey and Miller are in agreement with how the money should be handled.
Miller, Dorsey, and Glueck thought the GURA Attorney, White should review the joint funding agreement before both parties sign the agreement.

**DDA Plan Input**—The Colorado Revised Statue requires a plan to be in place before the DDA can legally collect taxes. The DDA plan will be more about strategic implementation rather than policy directions. The hope is to verify the challenges facing downtown Golden accompanied by strategies that are broad and flexible that address the needs of businesses, residents, and property owners alike. There was a good level of participation both at the June 25 public meeting and online survey. After the plan is adopted, a three to five year action plan will be created to help guide strategies. There was a lot of talk about the goals of the plan, and how the focus areas should be structured. At the next DDA meeting a draft plan will be distributed.

**GURA Programs and Grants**—Menefee provided the board with a listing of various programs and grants GURA traditionally manages. The GURA board was asked to provide comments and guidance about any of the programs that GURA administered. Regarding general improvement grants Gould suggested that GURA does not have a good process for selecting grantees. She thought that the DDA should request community grant proposals two times a year so that it is more streamlined. It would be ideal to ask each grantee how he or she would use the funding to accomplish or contribute to the goals listed in the downtown plan and what the potential return on investment might be. Eakes said that website grants should not be a big priority for the DDA since you can develop a WordPress site for a small fee. Some of the patio projects and other small improvements could be negotiated on the basis of TIF. Perhaps, some of the sales tax could be reimbursed back to the business. Many businesses have found it financially difficult to pay for proper ventilation and stove hoods, especially in older buildings. Someone thought that perhaps private events could pay for banners, however, it may not reflect the goals we want for downtown. It is important to note that banner costs are only for the labor and not to replace banners. Colacci thought that if an event is asking for money than the grantee should be required to list how many people the event might attract. Narva thought that power washing is essential to the cleanliness of downtown as it removes excess sediment from the sidewalks. Power washing occurs over a three night period. Many of the GURA and DDA board members thought the DDA should manage the power washing because the city or another organization may not dedicate funding to these types of programs if funding is tight. Glueck mentioned that the city is taking over maintenance of the public restrooms, streetscape, and planters in the downtown area.

**Discussion of the US Highway 6 and 19th Street Gateway**—Glueck updated the board on a project the City of Golden Public Works Department is overseeing. While the project is not within the DDA boundaries it will serve a gateway into downtown and a way for pedestrians to safely cross US Highway 6. Discussion about the traffic flow, bridges and the park continued. Glueck asked that all comments and suggestion should be submitted to public works.

**Adjourn**

There being no further business, Chair Dorsey called for a motion to adjourn the meeting. Anderson MOVED to adjourn the meeting. deBenedet SECONDED. All Commissioners present agreed. Dorsey adjourned the meeting at 9:46 p.m.

Steve Glueck
Executive Director

Ed Dorsey
Chair
Golden Downtown Development Authority

Plan of Development

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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 (GV 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 (DDA) 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 of Development builds upon the broader direction of GV 2030, 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 intended to further our Golden Vision community goals as they relate to downtown.

As such, the DDA’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

Chapter 4 of this plan contains downtown vitality 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 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 of 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 of 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 of 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 (C.R.S.), Title 31, Article 25, Part 8 provides for the creation of a 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 DDA 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.

The Board of Directors of the DDA 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 a 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 the DDA area. 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. These approvals were obtained in the November 2013 election for the Golden DDA. A more detailed discussion of tax increment financing and bonding is included later in this Plan.

**Boundary**

The DDA district boundary is shown on the map is shown on this page A legal description of the DDA is included as Appendix B 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.

(insert Map)
Chapter 3. Community Vision / Goals

\textit{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 GV 2030 define the foundation of this Plan of Development as the implementing element of the sequence of evolving downtown plans from the 1989 “Golden Urban Renewal Plan a.k.a. Golden Downtown Redevelopment Plan” (the “GURA 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 GV 2030 and the 2011 City Comprehensive Plan.

The results of the GV 2030 project provided community values that the citizens of Golden feel are important in preserving the lifestyle we cherish. One aspect of the Plan of Development is to ensure that the recommendations fit within the context of the guiding principles and values listed in the GV 2030. 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 and goals created from Golden Vision 2030 are:

- Guiding Principles
  - Responsive Government
  - Controlled and Directed Change
- Golden Vision Values
  A. An accessible and walkable community
  B. Active outdoors and the environment
  C. Safe, clean and quiet neighborhoods
  D. Support for local business and downtown
  E. Convenience and community amenities
  F. Support for our history, culture and education
  G. A family and kid friendly town
  H. Friendliness and appreciation of our neighbors
  I. Our sense of community
J. Belonging/volunteerism

In 1989 when the GURA 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 store fronts 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.

In addition to these aforementioned plans, future policy documents and plans may influence how the DDA reprioritizes its goals and strategies. The life cycle of the DDA is thirty years, thus many changes in policy, implementation and design in the downtown areas will occur. One characteristic of the DDA Plan of Development is to make the structure flexible enough to accommodate these future changes.

A comparison of the values and goals of the 1989 GURA Plan and GV 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 themes 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 DDA’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. Challenges and Strategies to Achieve Downtown Goals

In order to work toward achievement of the overall vision and goals described in the prior chapter for the downtown Golden area, the DDA will support, encourage, and implement a series of programs, projects and policy positions, oftentimes in partnership with the City and other agencies, interested groups and land owners. While the detailed descriptions of these implementation efforts will vary over time and from case to case, all of them will be based upon the challenges and strategic directions listed in this chapter. As noted previously, the DDA will also prepare and implement shorter term action plans with a three to five year horizon, to more specifically detail the programs and projects that the DDA will most actively pursue.

Challenges DDA will face in seeking to achieve downtown goals:

As the DDA takes over as the agency entrusted with much of the implementation of our downtown Golden vision, there will be a number of challenging factors that will influence the timing and manner by which implementation efforts are approached. Some of the more significant challenges facing the DDA and downtown area include:

- The DDA will have limited financial resources, especially in early years. This factor will limit the scope and extent of early infrastructure and other public investments.

- There will be incremental increases in costs to maintain expanded infrastructure and public spaces.

- There is a limited “excess capacity” of vehicle parking downtown and a stated public desire that the City should more actively manage the existing supply, and also that the City should find ways to address the impacts of Colorado School of Mines spillover parking downtown.

- While access to alternative modes such as walking and biking has improved significantly in recent years, the bus service and connections to existing and planned rail facilities should be improved. This will be an on-going effort, since the system (and available service) is largely controlled by the Regional Transportation District (RTD).

- Compliance with City codes can be a barrier to some projects. This factor is presented not to suggest waivers or reductions in valid code requirements, but rather to acknowledge that infill downtown development is always more expensive than “greenfield” development. Codes often mentioned in this context include:
  - Golden’s Residential growth management system (1% growth)
The standard code requirement for 25% of building area to be non residential use in mixed use buildings.

- The requirements of the Downtown design standards and guidelines
- The requirements of Sustainability menu requirements
- Parking requirements

- The DDA will be faced with a variety of perceptions related to its efforts including:
  - Balancing resident needs with the concerns of business, as well as business needs and the concerns of residents.
  - Addressing the perception that downtown is only Washington Avenue from Clear Creek to 14th Street, and to muster support of residents, businesses, and property owners within the DDA boundaries, but outside the core downtown area for DDA programs and projects.
  - Potential negative reaction to the property tax mill levy when implemented.

- Finally, there is a perception by some that downtown should operate more like a formal shopping district. This perception is not shared by all, however, some factors mentioned in this context include:
  - Limited retail diversity, other than food/ restaurants
  - Perceived high rents
  - Inconsistent retail hours of operation

The degree to which these challenges will affect the timing or priority of implementation efforts will vary, however, they will likely be relevant factors for years to come. Bearing these challenges and factors in mind, this DDA Plan supports the following four strategic efforts.
Focus Area 1. Encourage and support Business Vitality for both individual businesses and the DDA area as a whole:

Strategy 1.1 Support and where appropriate establish effective partnerships committed to business vitality.

- Form a cohesive downtown support group to leverage the efforts of individual groups including the Chamber of Commerce, DDA, Visit Golden, City departments and the Visitor Center board.
- Support and participate in the Visit Golden program
  - Have a board seat
  - Contribute financially
- 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.
- Implement a new improved business attraction and retention program.
- Help encourage an on-going improvement (and expansion when warranted) of downtown events.

Strategy 1.2 Improve and expand downtown business assistance programs as resources allow. The nature and extent of these programs will change over time. In the initial period, they may be a continuation of prior GURA programs, including:

- Business training through partnerships
- Façade and signage grants
- Small TIF agreements for certain tenant improvements

Strategy 1.3 Implement programs and partnerships to assure the positive enjoyment and experience of our public spaces. Early and on-going efforts may include:

- Expanding the maintenance and cleanliness of public spaces
  - Power washing
  - Additional maintenance
  - Partnerships with businesses using outdoor public spaces
- Improve signage and directories for downtown
  - Regularly update directory signs
  - Consider alternatives for delivery of information as technology evolves
- Consider ways to improve broadband access for residents, employees, and visitors.
Focus Area 2. Encourage and invest in the enhancement of our community character and culture

Strategy 2.1 Recognize and support the enhancement of the public realm as a strong statement of Golden’s community character.

- 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 to emphasize the unique character of downtown.
- Improve gateways and routes into the downtown area
  - 19th and Washington
  - Washington and SH 58
- Improve directional signage outside the downtown core
- Seek and support efforts for enhanced landscape development and public spaces

Strategy 2.2 Encourage and support private redevelopment proposals in keeping with community values.

- Actively support proposed developments that include provisions for the preservation of established natural elements, such as old growth trees, creek banks, and terrain that characterizes the Golden landscape.
- 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.
Focus Area 3. Invest in developing and maintaining quality public spaces and infrastructure.

Strategy 3.1 Invest in improved public infrastructure in partnership with the City.

- Improve alleys and adjacent parking and public spaces
- Continue to improve the downtown streetscape including:
  - Expansion both north and south along Washington Avenue;
  - Bike/ped improvements on Ford Street
  - Side Street connections
- Fund the installation of improved bike parking facilities
- Continue to invest in improved pedestrian connections and facilities with a focus on residential parts of the DDA boundaries
- Be ready to add parking for the core area when warranted.
- Address problematic intersections that are difficult to navigate
  - Intersection of 14th and Ford and the Jackson Street diagonal
- Look to add parking near trails and amenities
- Invest in outdoor performance space

Strategy 3.2 Utilize DDA resources, expertise and influence to affect downtown management policies including:

- Balance reasonable use of sidewalks by adjacent businesses and the general public, especially on Washington Avenue.
- Develop the ability to “flex” the use of on street parking
- Work with building owners to redesign awnings and remove posts that block the sidewalk corridor.
- DDA to actively participate in community decisions about the role and future of the Clear Creek Corridor and our civic uses
- Encourage or require more defined access to the creek incorporated into adjacent redevelopment.
- Plan a Jackson Street plaza or series of public spaces to be implemented with East downtown redevelopment.
- Work with CSM to address off campus parking impacts
Focus Area 4. Encourage Cost Effective Land Uses and Transportation Policies that support community goals

**Strategy 4.1** Work with the City and other agencies to improve our transportation system, and its use.

- Promote/ sponsor cyclist driver transit safety campaigns
- Improve connectivity to transit and the metro rail system. Where possible focus first on potential lower cost amenities and improvements. Service areas of focus include
  - Marketing and education for alternative modes
  - Enhanced call and ride service
  - Establish a car share program
  - Establish a bike share program
  - Encourage and build awareness of private “taxi” style support for off hours
  - Seek RTD support for enhanced fixed route (bus) transit

**Strategy 4.2** Co-operate with property owners to enhance private investment as related to our downtown vision.

- Encourage enhanced sustainability in redevelopment agreements
- Encourage workforce housing and diversity of housing choices in redevelopment agreements
- Encourage higher quality design in redevelopment agreements
- Consider appropriate scale redevelopment for portions of the block from 12\textsuperscript{th} to 13\textsuperscript{th} and Arapahoe to Cheyenne streets.
- Encourage preservation of the post office building, allowing change of use and site redevelopment
- Consider a mixed use “west side” redevelopment along Arapahoe to replace surface parking with mixed use and parking.
- Create an East downtown that is not intended to be a copy of Washington Avenue, but rather to strengthen the overall downtown area with its own character.

**Strategy 4.3** With the City, review regulations and requirements for potential improvement or flexibility or alternative approaches

- Address recycling issues with existing commercial businesses
- Address loading issues with commercial businesses.
- Evaluate zoning code requirements related to redevelopment
  - Cash in lieu of parking
Parking requirements

Chapter 5. Plan Review and Updates

**Summary of Strategies:** The DDA will use the above strategies and actions in annual and 3 – 5 year work plans directed to maximize community benefit and private investment in the downtown area.

The Plan of Development 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 in collaboration and consultation with Planning Commission.
Chapter 6. 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 (property) tax of five mills, an initial period of sales tax increment financing, and other funds as available. For the initial start up period, the DDA will receive “seed” funding in the form of grants and loans 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 Golden City Council (C.R.S. 31-25-816(2)). The DDA budget must be adopted annually by the DDA Board of Directors and approved by the Golden City Council.

The City of Golden will create a Downtown Development Authority Fund. All authorized revenue generated for the DDA shall be placed within this fund. Expenditures from the fund shall be for the express use and benefit of the DDA. 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 DDA or the City may establish such other funds and accounts as may be necessary or advisable 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 that addresses direct administrative 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 (and other available) revenues, the DDA can invest in programs and public amenities that encourage redevelopment or new development and 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 may also acquire land, demolish a structure, and convey the land to a developer to facilitate a new development project. The DDA may, subject to appropriations, contract to 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 may also use TIF (and other available) 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.

TIF (and other available) revenues may be used pay general and operating expenses of the DDA, and to pay debt service on bonds, loans notes and advances of the DDA.

**Property TIF**

Property Tax Increment Financing on all taxable real property within the DDA district boundary is authorized, and shall be immediately implemented, all in accordance with Section 31-25-807(3) CRS, and as that statute may be subsequently amended. The intent of this authorization is to implement TIF on taxable real property to the maximum extent permissible under Colorado law.

**Sales TIF**

Sales Tax Increment Financing on City of Golden uncommitted municipal sale taxes collected within the DDA district boundary is authorized, and shall be immediately implemented, all in accordance with Section 31-25-807(3) CRS, and as that statute may be subsequently amended, subject to the following limitations, restrictions and conditions:

1. Unless extended by agreement with the City of Golden, all Sales Tax TIF shall terminate on December 31, 2024.

2. The Sales Tax TIF revenue shall only be based upon City of Golden sales taxes, and shall not affect county, state, or sales taxes levied by any other entity.
3. The City of Golden sales tax revenues generated by the 1% sales tax approved by the electors of Golden in the November, 1991 regular election, was dedicated and committed to construction of capital improvements and a statutory sales and use tax fund, and shall not be used in determining any sales tax increment under this Plan. The revenue generated by this 1% capital improvement sales tax is therefore “committed” and shall not be considered a “sales tax” for the purpose of this Agreement.

4. Any future increases in the rate of City of Golden sales tax rate shall not increase the increment due to the DDA.

5. After calculating the sales tax increment as set out above, 50% of the calculate increment shall be transferred to and available to, or for the benefit of the DDA. The balance shall be retained by the City of Golden for its general fund.

6. Although the sales tax TIF is to be calculated and paid on an annual basis, the City of Golden may, in its discretion, make estimated quarterly transfers of the anticipated annual sales tax increment due to the DDA, with a reconciliation to be conducted annually. 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 mills. The proceeds from such levy are used together with other revenue sources to fund budgeted operations of the DDA, including capital projects, business and community vitality programs, necessary studies and promotional activities, and administration.

The DDA Board may impose rates, fees, tolls, rents, and charges for use of DDA property (or property under its control) in accordance with Section 31-25-808CRS, as that section may be amended. The DDA 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.

Generally, the mill 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, mill levy revenue beyond what is needed for operations will be used for projects and programs to benefit area residents and businesses. Because the DDA anticipates a mill levy as a source of funding, other local government and districts affected the TIF can be comfortable 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.
Appendix A: Example TIF projects

Example 1: Gateway Station Redevelopment

Insert Old Picture

The former Hesteds site was home to a neglected department store along with a dry cleaning site that had PCE soil and ground water contamination. The site remained largely vacant for close to twenty years.

Insert New Picture

Thanks to TIF, the once neglected site is now home to a 5 story mixed-use redevelopment has:

- 35 downtown residences and over 16,000 square feet of new commercial space along Washington Avenue.

To accommodate existing as well as future parking demands, GURA built a $4.5 million public parking structure adjacent to Gateway Station with over 250 parking spaces.

Some highlights of the project include:

- GURA contribution of $7 million
- Private Contribution of $18 million
- Increased property tax revenue 1680% from $18,279 in 2007 to $307,554 in 2010
- EPA Brownfields Program grant of $200,000
- 2008 Recipient of Governor’s Award for Excellence - Best New Construction
- Free Public Parking Garage

Example 2: Bent Gate Redevelopment

(Insert Old Picture)

When Bent Gate Mountaineering opened in 1994, it led a niche market in Downtown Golden. By taking advantage of the great rock climbing and mountaineering in the area, Bent Gate sold premium outdoor gear and before long outgrew its original store. Relocation to a building on
Washington Avenue presented the company with many challenges both structurally and financially.

Today, Bent Gate is the darling of downtown retail in Golden. Boasting more than 6,500 square feet of retail space, Bent Gate has a strong national client base through its in-house and warehouse. As a leader in sustainability they have a recycling program and recently upgraded their interior lighting systems with LED bulbs that not only better showcases their merchandise but considerably reduce energy consumption.

Project highlights include:

- $675,000 of Private Contribution
- $77,000 in Sales and Property Tax Increment
- Sales tax revenues have increased 704% since 2003
- Recent interior lighting upgrade to energy efficient LEDs
Holiday Lights Information
8.12.14

Logistics

Company contact:
- Mark Payne
- A Cut Above
- 6669 Colorado Blvd. Unit A
- Commerce City, CO 80022
- Phone 303-853-8550
- Email service@acalandscape.com

- October 1 call Mark to schedule installation and removal
- Installation first three weeks of November
- Remove lights from the “Big Tree” last week in January
- Remove the other lights third week in February

Contract Information
- There is a template professional service agreement specifically for the holiday lights
- The contract is renewed annually around the end of October.
- To renew the contract A Cut Above will send a scope of work document. Upon receipt of the scope of work document, GURA will send a draft contract to A Cut Above.
- The lights are stored at A Cut Above
- GURA owns the lights
- The contract is renewed A Cut Above will continue to store the lighting materials. If there is no contract in place, A Cut Above will store the lighting materials until October 15, 2014.
- A Cut Above installs lights on all trees in close proximity to power outlets along Washington Avenue and the Highway 58 bridge. See the diagram below for the light route.
Costs

Because the lights are installed in one year and taken down in another the costs occur in two different budget years. GURA has budgeted for the fall 2014 installation. The DDA will need to budget for the 2015 holiday light removal and the 2015 holiday season.

Installation and Removal
- $55,000 (1$35,000 for installation and $20,000
- This cost may fluctuate from year to year based on additional lights that need to be installed and removed. This cost has never exceeded $55,000. Included in this cost are the labors to install and remove all of the holiday lights including the snowflakes, and 4 two hour service calls.

Lift Rental
- $7,700 ($52,000 for installation and $2,200 for removal)
- It takes approximately 2 weeks to install the lights and 1 week for removal. A 40’ and 60’ lift are required for these tasks

LED lights
- $6,000
- In the 2006-2007 holiday seasons GURA transitioned to LED lighting. This upgrade was $44,000 in addition to the installation and removal cost. Yearly costs associated with purchasing new LED light to replace broken lightss have never exceeded $5,000.
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 as of September 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.
AGREEMENT

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 through 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, unless depleted by special project funding as provided below, 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. Project proposals may be initiated by GURA or submitted by the DDA or the City of Golden. GURA agrees to fund projects jointly submitted by the City and DDA if they meet the above criteria. If either the City or DDA does not support a specific proposal, the GURA board will endeavor to seek consensus among the parties, but will reserve the right to make such final decision, providing that the entity responsible for long term maintenance of any such investment agrees to accept such maintenance.
v. The exact amount of the fund will be determined upon deposit of remaining cash resources generated from the Downtown URA project after retirement of the debt associated with said Downtown URA Project. The fund will also include funds reimbursed to the Downtown Special Fund for authorized GURA expenditures in 2012, 2013, and 2014 in the establishment of new URA project areas.

vi. Funds will not be available for any substantial investments until retirement of GURA’s existing project debt, anticipated to occur in June 2015, however, funding discussions and decisions can occur at any time.

vii. Any loan of funds from the Downtown Special Fund to another URA project beginning January 1, 2015 will take the form of a formal loan to be repaid prior to the date of December 31, 2019 referenced in subsection b below.

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
Council Memorandum

To: The Honorable Mayor and City Council
From: Steve Glueck, Director of Community and Economic Development
Through: City Manager, Mike Bestor
Date: August 6, 2014
Re: Washington Avenue Re-Paving project

Purpose of Agenda Item: This is the fourth appearance of this item before City Council this year. For the first two, the conversation was late in the evening after lengthy meetings and somewhat scattered. At the most recent discussion on March 20th, Council discussed the opportunity to incorporate a first phase of streetscape enhancement by including a brick or block paver “flex area” generally within the parking lane on both sides of the street that could remain as parking, or be used seasonally or on special occasions for other public space uses. At the conclusion of the March 20th discussion, Council as a whole recognized the somewhat undefined design of the paver opportunity, but as a whole favored the design idea. Staff requested that Council withhold final direction until late summer to consider financial and other considerations. It is now time to proceed with the paving project in some fashion, and Council direction is requested.

Background on Washington Avenue: The current paving on Washington Avenue dates to 1992, and is due for a “mill and overlay”. Failure to make this scheduled investment could jeopardize the integrity of the paving and require a much more expensive rebuild in coming years. While the City is not obligated to consider any further investment at this time, the basic question asked in the earlier discussions is whether the need to make this maintenance investment is an appropriate opportunity to begin the long range evolution of the downtown streetscape, or if we should simply repave and continue to consider options.

As noted in prior discussions, there is one option in the 2013 Streetscape Master Plan draft document that can be implemented without a rebuild of the street and drainage system. In this option, the travel lanes are narrowed to slow traffic speeds and a “flex” area of eight (8) feet on the west side and thirteen (13) feet on the east side are created through the change of paving. On the east side there is a permanent five (5) foot increase in the pedestrian area (at street level rather than sidewalk level), and parking is retained on both sides in the balance of the paver area. This new space (any or all of
the two strips) can be used for a variety of public space uses on an event basis or remain as parking, or be used seasonally.

The current estimate of the asphalt related cost for the mill and overlay is about $33,000. There are some concrete repair costs and ADA adjustments to handicap ramps, but that cost remains in any alternative. The estimated additional cost between a standard repaving project and the “flex space” is about $240,000 (although a final cost estimate is not available). As requested by Council, GURA is willing to contribute if Council selects this option.

**Status of Other Downtown Projects:** Discussion of this potential project is in the context of other downtown infrastructure projects under consideration, primarily by GURA, and Council policy discussions (beginning later in the August 14th meeting). These other projects and considerations may enter into Council’s decision.

- GURA’s number one investment priority for this year remains the Miners Alley paving project from 13th to 11th Streets in the areas of increased merchant access and emphasis on the alley. On March 10th the board authorized up to $150,000 for a colored concrete with some stamped pattern paving project. Because of the transition of the GDGID parking lots into the alley, there may be a need for a small contribution from the district for this project. At this time, with the completion of survey work for the alley areas, this project is ready to proceed. A concrete change order must be approved by Council, however, the project can occur this year.
- GURA’s second highest priority for near term investment is the project detailed in the Streetscape Master Plan to improve the pedestrian connection from 14th to 15th Streets along Washington Avenue, and convert from parallel parking to back in angle parking from 15th to 18th streets. Earlier this year GURA commissioned preliminary plans for this option that identified existing sight distance concerns at the various intersections that would likely necessitate deletion of existing and some proposed spaces. With further evaluation, it appears that the back in angle option does not measurably reduce parking between 15th and 18th Streets, and can be feasible. Staff wants to present the project in a public meeting setting in the next several weeks and see if a 2014 construction schedule is feasible.
- The City’s comprehensive parking study to help predict future parking strategies and capacity for the downtown area is well underway, with initial conclusions about capacity and preliminary management recommendations that staff is reviewing.
- The Downtown Development Authority public input process is continuing to help inform the required DDA plan. The initial input strongly supports sidewalk management and maintenance as priorities, with less emphasis on expanding public spaces into the street.
- GURA and the DDA have begun discussions about the anticipated GURA downtown project surplus that will be available for downtown projects after GURA’s final downtown debt is repaid in mid 2015.
Policy Considerations: Given the need to proceed quickly with the paving project, staff requests that Council consider the following policy considerations and give final direction on August 14th:

- Some of the arguments in favor of pursuing the more aggressive “flex” space option now include:
  o If Council is inclined to entertain any more seasonal flex uses of the parking area, the design can facilitate a more defined manner of using the parking lane.
  o If the alternative is not pursued now, there may be no short term motivation to invest in the vehicular part of the street, since the focus for major streetscape investment seems to be the side streets and Washington to the north and south.

- Some of the arguments in favor of the basic paving option for this year include:
  o With the DDA plan and Council policy discussion focus on use, management, and maintenance of the existing sidewalk areas, it is unclear how much focus there is on seasonal flex of the parking lane. The flex area is not really that relevant for events that use the entire street, but rather is more for seasonal opportunities.
  o Council’s direction on the sidewalk issue may require different investment in streetscape alterations and CIP implications.
  o The City share of the additional cost is not budgeted and would require a reprogramming of SUT funds. Such reprogramming would by definition compete with other projects.
  o If Council is not leaning toward favoring other temporary installations in the street area, then there is lesser need to invest now to control design.
  o The current investment to simply pave is modest and should not be a major factor in future investment decisions.
  o There is not a groundswell of support from the downtown business community for the project.

Fiscal Impact: The near term fiscal impact to the City related to this topic primarily relates to the balance of this possible opportunity, and other capital investments. In the upcoming CIP process, Council will be balancing many complementary but different needs and opportunities.

Community Impact: Community impacts related to this discussion can be seen in many ways:

- Regardless of this decision on the paving project, it is very important that Council continue the policy discussion beginning later in the August 14th meeting on use and management of existing pedestrian areas, as this is a top focus of the community.
- A decision to move into the next phase of downtown streetscape evolution now can help enhance this critical part of our community identity. How it is done will
affect stakeholders differently. For example, downtown businesses will likely be split in their opinion on how the flex space would be utilized.

- Most resource allocation decisions imply that a decision to invest in one area lessens the availability of resources to invest in other projects or programs. There are many decisions that benefit the entire community, but rarely do we all benefit equally.

**Alternatives:** There are only two reasonable alternatives that staff can see – the basic repaving at about $33,000 or the flex paver option at about $270,000 (with a GURA contribution of $120,000). Both have potential advantages and implications.

**Recommendations:** Staff requests that Council weigh the issues and give direction for one of the alternatives now. Regardless of the direction taken now, the downtown public spaces will continue to be an important part of our community infrastructure and opportunities.
The Downtown Development Authority (DDA) was established pursuant to the November 2013 vote authorizing its creation. The DDA is a special district entity authorized and directed by state statute to benefit the economic and community vitality of the downtown area. Beginning in late 2014, the DDA will start to take over downtown benefit programs from the Golden Urban Renewal Authority (GURA), which will start to focus only on its other urban renewal project areas outside of Golden’s downtown. The DDA will also be authorized to provide tax increment economic incentives to eligible redevelopment projects, much like GURA was able to do in the past.

Why was the DDA formed?
Colorado state laws limit funding for urban renewal projects to 25 years. Funding for the downtown GURA project will expire with the payment of 2014 sales and property taxes. A key function of urban renewal programs is to remedy and prevent blight. Given the positive impacts of GURA’s programs, there is not a lot of blight remaining in downtown.

A DDA is a separate legal entity that can finance economic development and redevelopment projects by utilizing tax dollars generated by downtown for downtown. The DDA would be capable of providing tax increment financing and it would potentially be able to fund most of the other programs currently offered by GURA, assuming adequate revenues.

Golden DDA’s Short-Term Goals
The initial DDA board was seated in March 2014, and began meeting on April 21. The DDA’s first task will be to complete and adopt a Downtown Development Plan, which incorporates existing policy direction for downtown from Golden Vision 2030, the City Comprehensive Plan, and various downtown design and planning efforts. Staff support for this task will be provided by the Department of Community and Economic Development.

On Wednesday, June 25 the DDA board and City staff hosted an introductory stakeholder meeting to discuss the Downtown Development Plan. Initial ideas and suggestions for implementation were discussed. Attendees had the opportunity to voice opinions and questions about the plan. An online survey was also administered for those that could not attend the public meeting. Community input from both the initial stakeholder meeting and survey has aided the DDA in the focus areas for strategic implementation. The four areas in which the DDA will focus its efforts include:

1. Encourage and support business vitality for both individual businesses and the DDA areas as a whole;
2. Encourage and invest in the enhancement of our community character and culture;
3. Invest in developing and maintaining quality public space and infrastructure;
4. Encourage land uses and transportation policies that support community goals;

DDA Survey Results
The DDA would like to thank everyone that participated in our recent survey. Download the survey results and read more information by clicking HERE.

DDA Plan Update
The Downtown Development Authority (DDA) is closer to finalizing the Downtown Development Plan that will feature strategies for implementation. These strategies will help guide the DDA’s work in the coming years. Click HERE to view the draft plan.

If you would like to comment on the draft plan, please join the DDA Board on Monday, August 18 at 6:30 p.m. at the City Council Chamber 911 10th Street.
Jefferson County Business Resource Center (JCBRC) is a publicly funded non-profit organization dedicated to helping business owners in Jefferson County not only succeed but thrive!

What JCBRC offers:

- Business Development Tools & Resources—FREE, unlimited and confidential business counseling. Free and low cost classes through our BEST Program: Business Education Training Series. Classes are designed to support business owners with 1 to 5 employees but are open for everyone to attend.
- Market Analysis— Are you marketing your business effectively?
- Visibility Check: Can your customers find you?
- Client/Customer Experience Check-up: What do your clients customers experience? What level of customer service do you provide?
- Many more services available—Please visit our website to learn more: www.jeffcobrc.org

Contact JCBRC Today for a free business counseling appointment and to find out about upcoming classes! Call: 303-996-8976 or email: info@jeffcobrc.org

Next DDA Board Meeting:
Monday, August 18
6:30 p.m.
City Council Chambers
911 10th Street
Click HERE for the Agenda

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