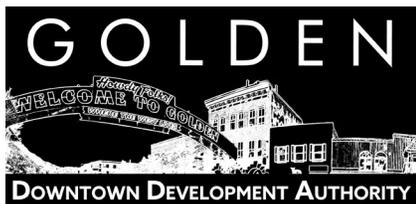


# GOLDEN DOWNTOWN DEVELOPMENT AUTHORITY

## Action Plan 2015-2017

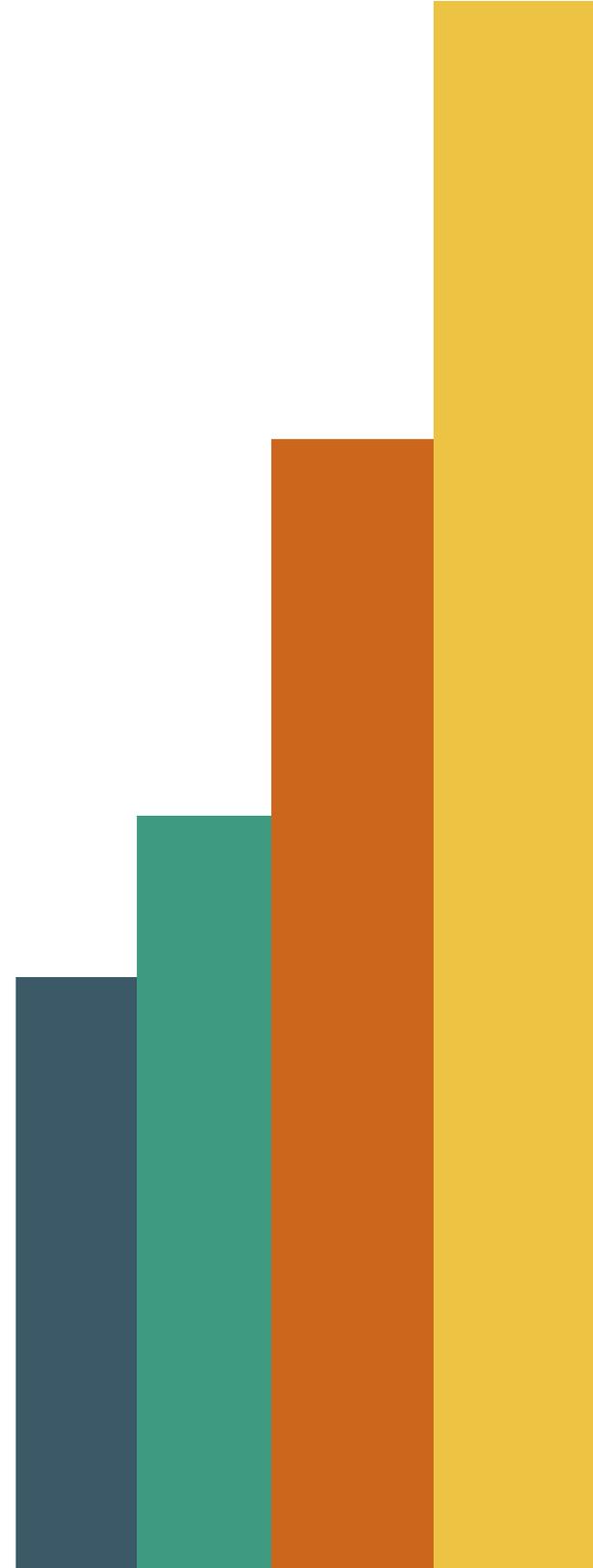


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# INTRODUCTION

## Purpose of the DDA

CRS 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 DDA 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 Statutes 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 Ordinance 1946 of the Golden City Council. Ordinance 1947 allowed the question of establishing the authority to be submitted to a vote of the qualified electors at the next regular election. 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.

## Powers

Colorado State Statutes grant the DDA the 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.



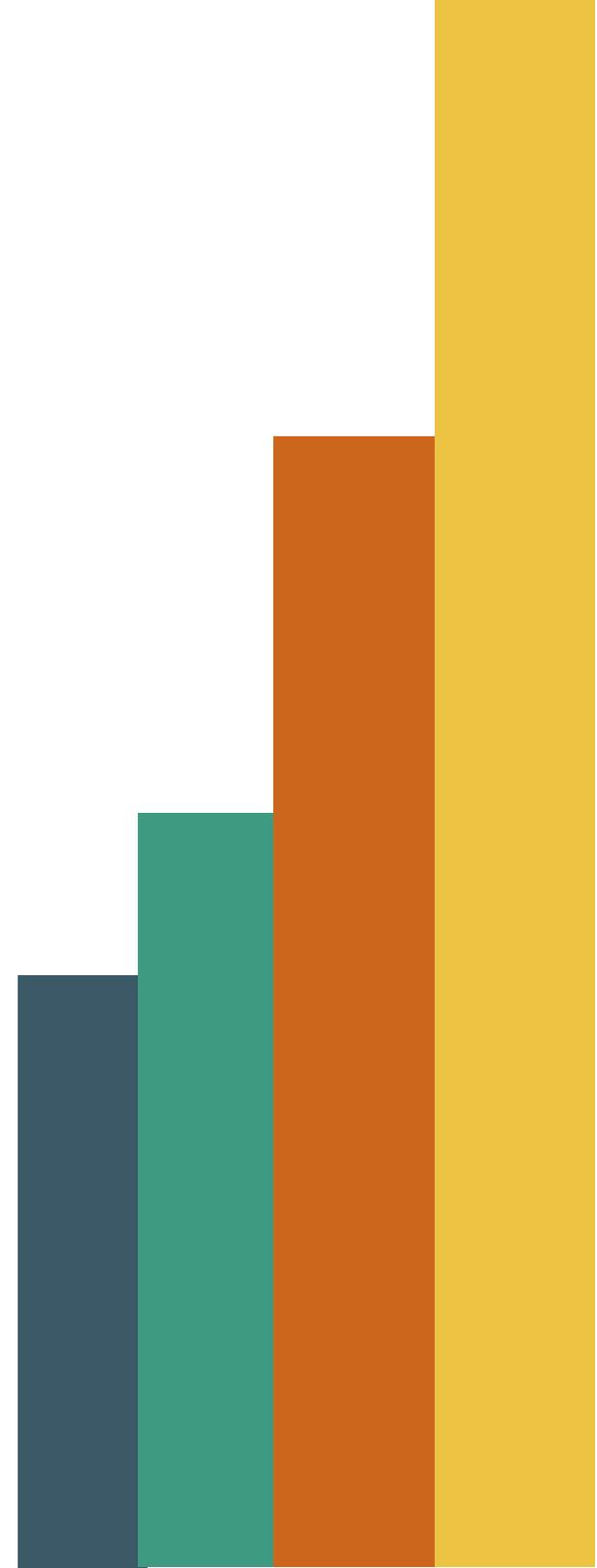
This Plan of Development includes suggestions on the design and development of public facilities including but not limited to “streets, parks, plazas, parking facilities, playgrounds, pedestrian malls, rights-of-ways, bridges, lakes, ponds, canals, utility lines or pipes and buildings.” Subsequent documents, 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 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.

The DDA Plan of Development for Downtown Golden, approved in October 2014, 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.

### Next steps

While the Plan of Development serves as a broader guiding document for DDA’s lifespan of 30 years, action plans are necessary to direct shorter term, 3 to 5 year goals. In the following pages the action plan addresses the four focus areas of the DDA and describes specific strategies and timelines for accomplishing the downtown community’s needs and wants. In general the action plan is more much detailed than the DDA Plan of Development. An annual report will drafted at the end of every year as a way to measure the progress of the items listed in the action plan.



# BUSINESS VITALITY & SUPPORT GOALS

Strategies	Examples	Potential Action	Desired Outcome	Timeframe for Completion
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, the Civic Foundation, Visit Golden, City departments and the Visitor Center board	Actively take part in dialogues with various groups by attending meeting and receiving copies of minutes	Avoid duplicating efforts between organizations. When necessary combine resources to meet shared community goals.	Ongoing
	Support and participate in the Visit Golden program <ul style="list-style-type: none"> <li>• Have a board seat</li> <li>• Contribute financially</li> </ul>	Make financial contributions to the program and meet regularly with the board to discuss goals	This group is tasked with community marketing efforts. Providing financial resources allows for the program to continue and to maintain its effective media campaigns to potential visitors.	Ongoing
	Recognize the role and importance of the Coors Brewery Tour, and support and encourage its enhancement and success <ul style="list-style-type: none"> <li>• Consider tour impacts on infrastructure and transportation projects</li> <li>• Maintain regular contact with brewery tour operators</li> </ul>	Meet with Coors, Guest Services Manager to discuss tour impacts and ways to encourage the people that take the tour to spend more time in downtown  Use the Visit Golden partnership to promote visitation to the Coors Brewery	Leverage the tour as a way to get more visitors into downtown Golden	DDA staff will attend meetings with relevant stakeholders  DDA will have an ongoing role with Visit Golden
	Implement a new improved business attraction and retention program	Work with EDComm and other business support organizations to develop a new retention and attraction program, recognizing that attraction is not an issue currently and in the foreseeable future and retention is usually a matter of specific business problems.	Make sure that we retain the current situation where demand for downtown commercial space exceeds supply, and vacancies are low	Start to define in 2015
	Help encourage an on-going improvement (and expansion when warranted) of downtown events	Participate in and encourage a critical evaluation of downtown events and determine which add or detract from economic vitality. Work with new City Event Coordinator	After clarification of policies re events, work with Visit Golden to promote the selected events calendar. Carefully evaluate whether to implement a grant program to assist events and workshops deemed to be unique.	Start third quarter of 2015 at earliest

# BUSINESS VITALITY & SUPPORT GOALS

Strategies	Examples	Potential Actions	Desired Outcome	Timeframe for Completion
<p>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 continuation of prior GURA programs, including:</p>	<p>Business training through partnerships, for example:</p> <ul style="list-style-type: none"> <li>Jefferson County Business Resource Center</li> <li>Small Business Development Center</li> </ul>	<p>Work with organizations that provide business training resources and communicate with downtown businesses about opportunities.</p>	<p>DDA assistance in marketing</p>	<p>When relevant attend meetings hosted by business training organizations to promote downtown Golden</p>
	<p>Façade and signage grants</p>	<p>Create an assistance program to help property and/or business owners improve their exterior</p>	<p>Help eliminate or halt blight in the downtown area</p> <p>Assist new businesses</p>	<p>February 2015</p>
	<p>Community grants</p>	<p>Develop a funding assistance program to assist nonprofits and community groups that will benefit downtown businesses and residents</p>	<p>Enhance the vibrancy of downtown</p>	<p>January 2015</p>
	<p>Small TIF agreements for certain tenant improvements</p>	<p>Work with tenants and/or property owners on a case by case basis to determine if TIF is a feasible funding source for property improvements. Evaluate and refine program criteria.</p>	<p>Increase the variety of funding sources available to those that want to make improvements to their property</p>	<p>Ongoing</p>
<p>Implement programs and partnerships to assure the positive enjoyment and experience of our public spaces. Early and on-going efforts may include:</p>	<p>Expanding the maintenance and cleanliness of public spaces</p> <ul style="list-style-type: none"> <li>Power washing</li> <li>Additional maintenance</li> <li>Partnerships with businesses using outdoor public spaces</li> </ul>	<p>Evaluate various maintenance strategies to help keep downtown well maintained and clean.</p> <p>Work with City and CSAB on potential trash and recycling program improvements</p>	<p>Determine and implement the most valuable maintenance strategies given DDA's financial resources</p>	<p>Initial investments in June 2015</p>
	<p>Improve signage and directories for downtown Regularly update directory signs Consider alternatives for delivery of information as technology evolves</p>	<p>Partner with Visit Golden, the organization that creates the directories, by providing financial resources</p>	<p>This partnership will allow the DDA to leverage its resources and staff time to ensure that the directories are maintained and other technology resources are evaluated</p>	<p>Ongoing</p>

# COMMUNITY CHARACTER & CULTURE GOALS

Strategies	Examples	Potential Action	Desired Outcome	Timeframe for Completion
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 <ul style="list-style-type: none"> <li>• Holiday decorations</li> <li>• Seasonal and event banners</li> </ul>	Research alternate approaches for holiday decorations. Rebid the holiday lights project. Set aside a reserve for banners to replace old or damaged ones	Reduce costs for, and/or enhance the quality of the holiday lights and decorations that are visually pleasing. Evaluate annually	Spring 2015
	Participate in and support the Public Art program to emphasize the unique character of downtown	Partner financially with the Public Art program to assist in the maintenance and installation of public art downtown	Preserve, refresh, and enhance the public art downtown, as well as encourage various genres of public art	Partnership with the Public Art Commission by Fall 2015
	Improve gateways and routes into the downtown area, for example: <ul style="list-style-type: none"> <li>• 19th and Washington</li> <li>• Washington and SH 58</li> <li>• Ford/Jackson corridor</li> </ul>	Partner with the City to coordinate projects that relate to improving the gateways into downtown	Collaborate to ensure projects meet the DDA's goals about improving gateways into downtown	Ongoing
	Improve directional signage outside the downtown core <ul style="list-style-type: none"> <li>• Listing of downtown attractions</li> </ul>	Work to create better signage that is clearer to understand for visitors going to the downtown area	Directional signage that encourages visitors to come to the downtown area	Ongoing
	Seek and support efforts for enhanced landscape development and public spaces for Washington Avenue planters and Loveland Garden	Include this goal in streetscape enhancement efforts. Continue to support Loveland Garden	Design revised use of existing planters or new planters along Washington Avenue to balance the use of sidewalks	Initial ideas to be completed by Spring 2016
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	This directly relates to the preservation of Clear Creek and parks within the DDA boundary. Meet with City to collaborate on projects that protect the natural landscape	Encourage responsible uses of the creek and parks	Semi-annual meetings with Public Works and Parks and Recreation Board
	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 the latest approved design requirements for downtown	Make sure boards/commissions besides Planning Commission have the opportunity to comment on development/redevelopment plans (i.e. historic preservation, sustainability, parks)	Plans for development/redevelopment should meet community goals and values	Ongoing

# PUBLIC SPACE & INFRASTRUCTURE GOALS

Strategies	Examples	Potential Action	Desired Outcome	Timeframe for Completion
Invest in improved public infrastructure in partnership with the City, consistent with adopted community visions and design	Improve alleys and adjacent parking and public spaces	Encourage repaving and improvement projects of Miners and Prospector alley, and other heavily used alleys throughout the DDA area	Visually pleasing and well maintained alleys to help pedestrian and vehicular circulation that allows better access to businesses in the alleys. Determine other potential uses for the alley other than vehicular traffic	Ongoing
	Continue to improve the downtown streetscape including: <ul style="list-style-type: none"> <li>Expansion both north and south along Washington Avenue</li> <li>Bike/ped improvements on Ford Street Side street connections</li> </ul>	Review prior studies and prioritize which elements to further investigate Conduct feasibility and conceptual design for potential projects	Plans which support the goals/needs of businesses and pedestrians/bicyclists and improve the downtown streetscape	Fall 2015 for first step
	Fund the installation of improved bike parking facilities	Pick the best locations for additional bike parking facilities	Provide more bike racks that do not inhibit the use of sidewalks	March 2017
	Continue to invest in improved pedestrian connections and facilities with a focus on residential parts of the DDA boundaries	Partner with City to repave sidewalks, alleys, and roads that lead into downtown	Having better sidewalks and infrastructure for pedestrians with a focus on the residential parts of the DDA will encourage residents to walk into the downtown core	Create list of potential projects in 2015
	Consider parking solutions for the core area when warranted	Evaluate the recent parking study for strategies that will help alleviate downtown parking congestion	Better parking inventory, access, management and enforcement	Initial policy recommendations by January 2015
	Address problematic intersections that are difficult to navigate for cars and pedestrians, for example: <ul style="list-style-type: none"> <li>Intersection of 14th and Ford and the Jackson Street diagonal</li> <li>19th and Washington Avenue</li> </ul>	Work with City and traffic consultants to identify options.	Decrease the amount of confused cyclists, motorists, and pedestrians.	Ongoing
	Invest in outdoor performance space	Cost/benefit analysis	Determine whether or when to invest	2017-2018

# PUBLIC SPACE & INFRASTRUCTURE GOALS

Strategies	Examples	Potential Action	Desired Outcome	Timeframe for Completion
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	Establish a stakeholder communication and input process to identify and evaluate regulatory and investment opportunities	Assist the City Council meet its goals regarding sidewalk uses in the downtown core	First recommendations by Spring 2015
	Develop the ability to “flex” the use of on street parking	Part of above discussion	Allow for better circulation along the sidewalks on Washington Avenue	First recommendations by Spring 2015
	Work with building owners to redesign awnings and/or remove posts that block the sidewalk corridor	Approach specific owners regarding interest. Consider jointly funding engineering study re feasibility of alternate supports.	More space on the sidewalks for pedestrian uses and enhance the appearance of the exterior of properties	June 2015
	The DDA should actively participate in community decisions about the role and future of the Clear Creek Corridor and our civic uses	Meet with community stakeholders and appropriate City departments about Clear Creek as ideas are developed	Participate/collaborate in decision making regarding the role of Clear Creek	Ongoing
	Encourage or require more defined access to the creek incorporated into adjacent redevelopment	Partner with City Planning to address design requirements and ID potential sites	Collaborate with the City to help make the creek accessible	Ongoing
	Plan a Jackson Street plaza or series of public spaces to be implemented with East downtown redevelopment	Plan for the enhanced street and streetscape in concert with redevelopment projects in east downtown.	Enhanced pedestrian amenities and encourage circulation between the Coors Brewery and downtown	Ongoing
	Work with CSM to address off campus parking impacts	Support city efforts to manage parking supply and demand. Look for relevant opportunities within the parking study	Better use of parking facilities within boundaries of the DDA	Ongoing

# LAND USE & TRANSPORTATION GOALS

Strategies	Examples	Potential Action	Desired Outcome	Time-frame for Completion
Work with the City and other agencies to improve our transportation system, and its use	<p>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</p> <ul style="list-style-type: none"> <li>Marketing and education for alternative transportation modes</li> <li>Enhanced call and ride service</li> <li>Establish a car share program</li> <li>Establish a bike share program</li> <li>Encourage and build awareness of private "taxi" style support for off hours</li> <li>Seek RTD support for enhanced fixed route (bus) transit</li> </ul>	<p>Develop marketing brochures and education materials. Update all relevant websites with information about different transportation modes.</p> <p>Coordinate with other City of Golden departments and staff efforts</p>	Having better alternative transportation options will encourage people to use alternative modes of transportation	<p>March 2015 for marketing effort</p> <p>Ongoing for the other programs</p>
	Promote/sponsor cyclist/driver transit safety campaigns	Partner with the Golden Police Department to sponsor classes and events	Safety campaigns will keep people aware about sharing shared infrastructure	Ongoing
Co-operate with property owners to enhance private investment as related to our downtown vision	Encourage enhanced sustainability in redevelopment agreements	Work with Golden Sustainability and Planning Commission to better understand how sustainability can be encouraged	Environmentally friendly design will help participants become less dependent on undeniable forms of energy	Ongoing
	Encourage workforce housing and diversity of housing choices in redevelopment agreements	Provide informational brochures to include diverse housing options in redevelopment agreements.	Be a resource when a developer is considering adding diverse housing options within DDA boundaries	Ongoing
	Encourage higher quality design in redevelopment agreements	Ensure strict adherence to 18.40		
	Consider appropriate scale redevelopment for portions of the block from 12th to 13th and Arapahoe to Cheyenne streets.	Create an analysis of the scale potential based on existing policy	Better information for potential development initiatives	2016

# LAND USE & TRANSPORTATION GOALS

Strategies	Examples	Potential Actions	Desired Outcome	Timeframe for Completion
	Encourage preservation of the post office building, allowing change of use and site redevelopment	If and when the Post Office relocates, preservation along with different uses must be considered, and the public will need to be engaged during this process	Preserving the Post Office building would contribute to the character of east downtown	NA
	Consider a mixed use “west side” redevelopment along Arapahoe to replace surface parking with mixed use and parking	If and when a new development along the west side is presented, mixed use should be the goal	Having a mixed use development with additional housing, retail, and parking	NA
	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	If and when development may occur on the east side of Washington Avenue the DDA should have a goal that compliments the uses in the downtown core.	Increased amenities in the downtown area could attract more visitors, residents, and employers and have a positive economic impact on downtown	NA
With the City, review regulations and requirements for potential improvement or flexibility or alternative approached	Address recycling issues with existing commercial businesses	Educate commercial businesses about recycling. Partner with the City to solve recycling problems	One goal of the DDA is to increase maintenance in the downtown. Addressing recycling issues could help to accomplish this goal	December 2015
	Address loading issues with commercial businesses	Consider both design and regulatory solutions for loading issues.	Improving the infrastructure for loading areas for business could improve traffic flow in downtown	June 2015
	Evaluate zoning code requirements related to redevelopment <ul style="list-style-type: none"> <li>• Cash in lieu of parking</li> <li>• Parking requirements</li> </ul>	Be a resource and advisor to City staff, Planning Commission and Council when the City evaluates these policies	The DDA is not a policy making organization, and it should provide input to City Council	NA



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