



## CHAPTER FIVE IMPLEMENTATION

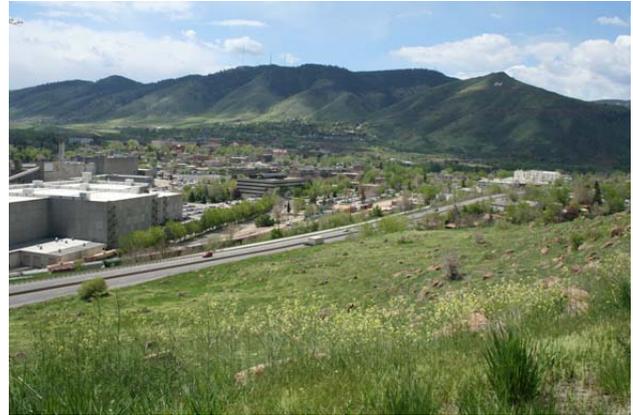
This chapter lists prioritization considerations, costs, and implementation actions that will help to achieve the vision of the Parks and Recreation Master Plan.

### A. Project Prioritization Considerations

While all future park, recreation, and trail projects will compete for funding, it is helpful to establish some overall priorities for determining which ones to focus resources on first. Compared to other communities, Golden is doing very well with respect to the level of service the community provides for parkland and recreation facilities. However, there are areas within the city that are underserved by neighborhood parks. Other important community needs focus on improvements to the Clear Creek Corridor and the completion of trail linkages, particularly those that improve north-south travel through the community and connect to regional trail systems.

The plan is intended to be flexible and fluid, so that as opportunities for land acquisition and park development become available, the city can immediately capitalize on these opportunities without being committed to pre-determined projects identified through a rating system.

The following list presents criteria that should be considered when prioritizing projects. There should not be a rigid, numeric weighting of these criteria, as the importance of each varies with each situation, available funding, need, and opportunities. Projects that address immediate issues of public health and safety should certainly take precedence over other choices.



*Golden, Colorado, looking west*

#### **Health, Safety, Welfare, and Code Compliance**

- Does the project involve upgrades that will bring a park into compliance with codes, and ensure the health, safety, and welfare of park users?

#### **Partnerships for Funding**

- Does the project leverage available partnership opportunities for funding (i.e., urban drainage district, GOCO, CDOW, private, school district, adjacent cities, etc.)?

#### **Satisfies Urgent Need**

- Does the project satisfy urgent park and recreation needs within the community?
- Does the project contribute to meeting other important community goals, such as supporting revitalization of the downtown?
- Does the project serve underserved neighborhoods?
- Does the project help to fill a recreation facility/amenity shortage?

Certain projects, such as a systemwide upgrade of signage, are long-term initiatives that can be implemented over time. A design

program should begin immediately, however, in order to incorporate the new image and design into projects planned for near-term implementation.

## B. Estimated Costs for Parks, Recreation Facilities, and Trails

The costs for trail and park construction varies widely, depending on the specific elements to be included in each park, the terrain, necessary road crossings, and other physical features that may require more extensive design solutions. For the purposes of assigning an order of magnitude cost to the master plan recommendations, general cost estimates have been assigned for those projects where it could reasonably be done. Certain projects, particularly those that are unique or have yet to be fully defined, are not given a cost estimate.

Table 5.1 summarizes initial projects proposed in this plan for inclusion in the city's park and recreation system, and provides estimated costs associated with selected projects. Costs are estimated in 2007 dollars and will need to be adjusted relative to inflation as time progresses.

## C. Implementation Actions

The following specific actions should be considered by the Golden Parks and Recreation staff that may assist in the implementation of the proposed projects. The actions are organized into planning, upgrades and maintenance, administrative and management, and funding categories, and are not listed in order of priority.

### Planning Actions

- Work with the Planning Department and developers in the acquisition of parkland associated with any new residential development. Identify specific parcels that are key to neighborhood park development in underserved areas.



*Vanover Park in Downtown Golden*

- Develop master plans and construction documents for Tony Grampas Park redevelopment, Ulysses Park upgrades, and key elements of the Clear Creek Park District (CCPD).
- Conduct planning processes and prepare design documents for neighborhood park upgrades.
- Work with the Planning and Public Works Departments to upgrade pedestrian and bicycle connectivity in neighborhoods.
- Pursue partnerships with Colorado School of Mines and Jefferson County R-1 School District to create joint-use agreements and develop identified properties.

### Upgrades and Maintenance Actions

- Rehabilitate or replace existing playgrounds, restrooms, and other park facilities, including bringing existing facilities up to ADA standards.
- Continue phased replacement of irrigation systems in older parks.
- Evaluate existing parks for additional needed upgrades.



### Administrative and Management Actions

- Regularly update the parklands inventory and maps to reflect existing conditions.
- Establish clear mechanisms for interdepartmental and interagency coordination on planning and design issues, and to ensure consistency with the Parks and Recreation Master Plan.
- Increase the parkland standard for community parks from 2.5 to 5.5 acres per thousand population.
- Partner with volunteer groups to assist with improvements and management of special events and special use areas, such as the Clear Creek Whitewater Course.

### Funding Actions

- Adopt a parkland development fee.
- Actively pursue granting and funding opportunities.

Each of these items is discussed further in Section D.

### Existing Funding Sources

Capital improvement projects for park and recreation projects are funded by several sources, including the Sales and Use Tax Capital Improvement Fund (SUT), the Open Space Capital Projects Fund, and the Conservation Trust Fund. In the 2007 budget, a total of approximately \$3.5 million was allocated for park and recreation projects, with the largest share (\$2.4 million) coming from the Sales and Use Tax Capital Improvement Fund. However, this \$2.4 million includes \$2 million for open space projects from the Recreation Campus Bond Issue. Competition for sales tax

revenues among competing community needs is usually strong, but the 2007 allocation to park and recreation projects illustrates the importance the community places on parks and recreation and the potential level of funding that may be available in future years. However, the city's 10-year capital improvement plan projects a lower level of expenditure for park improvements, projecting an additional \$1.5 million for park and trail projects.

In addition to sales tax proceeds, the Conservation Trust Fund, or Lottery Program, is available for capital improvements. The city anticipates receiving approximately \$200,000 annually from this source, or about \$1.8 million during the period 2008-2016. These funds can be used for a variety of park and trail projects.

The third source of funding for parks and related projects is the Open Space Fund. The city's anticipated share of the Jefferson County Open Space tax is about \$470,000 annually, or about \$4.2 million during the period 2008-2016. Not all of this funding is available for new projects; a considerable amount is required for debt service and parks maintenance.

If implemented in its entirety, all recommended projects within this plan would likely exceed available resources. Excluding some of the potential improvement projects along the Clear Creek Corridor and other identified projects, approximately \$6.5 to \$10.5 million will be needed for capital development alone. Therefore, it is recommended that the city pursue additional funding mechanisms for development of future park and recreation projects. Some of these sources are discussed below.



Table 5.1 Proposed Parks and Open Space Projects

Name	Classification	Size	Budgetary Cost (2007 dollars)	Description
<b>Parks</b>				
Tony Grampsas Park	Community	66 acres	\$5 to 10 million	This park needs a complete re-design to better utilize the site, meet community recreation needs and protect natural features.
Ulysses Park	Community	n/a	\$1 to 2 million	A variety of facility upgrades are needed, including improved restrooms, ADA upgrades and others.
New neighborhood park in south-central portion of community	Neighborhood	4-6 acres	\$1 to 1.5 million	Develop a new park for this under-served portion of the community.
Park access Improvements (north)	--	n/a	--	This area is under-served from a neighborhood park perspective. In the absence of an available park site, the master plan recommends improving access to downtown parks, White Ash Mine Park, New Loveland Mine Park and adjacent open space.
Park access Improvements (northeast)	--	n/a	--	Another underserved area that lacks a potential park site. Recommendation is to provide additional amenities along Tucker Gulch, adding picnic tables, play equipment, or other facilities that serve the neighborhood.
Park access Improvements (central)	Mini-park	+/- 1 acre	\$500,000 to \$700,000	Acquire strategic parcel that may become available and develop neighborhood park amenities.
Parfet Park improvements	Special Use	--	--	Upgrade amenities and add a performance plaza or facility.
Vanover Park improvements	Neighborhood	--	--	Make this park more of a destination while maintaining its simplicity. Potential improvements include grass beach and creek wading location.
Lions Park Improvements		--	--	
<b>Open Space</b>				
North Mountain Backdrop Conservation	Open Space	--	--	Partner with Jefferson County to conserve additional areas north of Golden.



Table 5.1 Continued

Name	Size	Budgetary Cost (2007 dollars)	Description
<b>Trails</b>			
South Side of Clear Creek	0.5mile	\$250,000 to \$350,000	Provide a new trail on south side of creek corridor. This trail might be designated as an opportunity for higher speed, through travel while the trail on north side serves slower, more casual walking and biking.
New Clear Creek pedestrian bridge	--	\$250,000 to \$350,000	Provide an additional crossing of the creek near West 6 <sup>th</sup> Avenue.
Front Range Trail	2 miles	\$500,000 to \$750,000, excluding any road crossings	This project would extend the trail north from the Clear Creek Corridor on the east side of North Table Mountain; and along Highway 6 south to connect to the C-470 trail.
North side of Clear Creek connecting Vanover Park and Parfet Park	0.2 miles	--	In the long-run, there may be an opportunity to redevelop this area so that a trail connection can be established between these two parks along the river. In the meantime, however, development adjacent to the river creates a physical and visual barrier between the two park sites. This could be alleviated by creating a “parkway” along the north side of the apartment complex that incorporates special paving, wider sidewalks, and street trees to encourage and facilitate movement between the two parks.
Work with JeffCo and CDOT to enhance underpass to Chimney Gulch and establish connection from Clear Creek Trail.	--	\$1-2 million	Establish formalized parking and trailhead if possible.
Clear Creek Corridor	--	--	In addition to the trail and other projects previously mentioned a variety of additional corridor improvements are described in Chapter Four. Most of these improvements, however, are still in the rough concept stage and therefore no costs are provided in the master plan.



## D. Potential Funding Sources for Park and Recreation Projects

While the Golden Parks and Recreation Department primarily receives funding through the City General Fund for operations, there is no established reserve fund for future park development projects. As such, additional strategies should be considered to meet the needs of both existing and future residents. The following list of strategies and funding sources should be considered when developing a specific implementation plan for city projects and programs.

### Park Development Fee

The city should consider adopting a development impact fee to fully cover the cost of acquiring and developing the parks, trails, and recreation facilities needed to serve new residential development. A development impact fee should reflect the adopted level of service standard and cover the cost of acquiring and developing future parkland. Although the City of Golden is not in a rapid growth position, potential new annexations and redevelopment opportunities emerge periodically. The city does not have adequate tools to ensure that new development contributes its fair share in meeting the additional demands these developments create.

Parkland development fees are a commonly used tool by communities in the Front Range, with fees often ranging from \$1,500 to \$3,500/residential unit.

Some communities are also including a full spectrum of leisure services in their development impact fees, which contain costs for recreation centers, trails and open space, in addition to parks. The city could also consider imposing this fee on commercial development; however, this is rarely done in other communities.

### Subdivision Ordinance Requirements

The city currently requires the dedication of 5% of the land area within a subdivision to serve public park and recreation purposes. The land dedication may be waived if a cash fee is paid in lieu, with the fee based on the fair market value of the land that otherwise would have been dedicated. A fee in lieu provision is an essential element of an effective land dedication requirement; however, the amount of land required should be reviewed in light of a potential increase in the city's parkland level of service. As previously discussed, the city provides a much higher level of service than its current standards, and the dedication requirement should be adjusted to reflect this.

For example, using a hypothetical 100-acre development at a net density of 3.5 du/acre and an average household size of 2.5, the parkland need associated with this development at the recommended standard of 8 acres/1,000 would require 10 acres of parkland. The current practice of requiring a 5% dedication would yield only 5 acres of parkland.

### Establishment of a Special Improvement District

The city could consider the establishment of a Special Improvement District (SID) for specific park and recreation facility projects. Typical components of a SID are a boundary defining the improvement district, the levy to be assessed, and a sunset clause providing that once all projects are completed, the SID and any associated taxes will be abolished. This tool may be appropriate to fund park and recreation improvements associated with specific subareas of the community, e.g., the Clear Creek Corridor and underserved neighborhoods.

### Hotel/Motel Tax

The city could consider imposing a lodging tax. Typical rates for other Colorado municipalities, including Denver, Boulder, Westminster, Wheat Ridge, and others, range between 5.5% to 10%. As a community that receives a relatively high amount of visitation for a community its



size, the imposition of a lodging tax has the potential to help fund improvements enjoyed by visitors, such as those along the Clear Creek Corridor. This would require a vote by the citizens of Golden.

### **Great Outdoors Colorado (GOCO) Grant Program**

This is a statewide pool of revenue from Colorado Lottery proceeds. Funds are available on a competitive grant basis for park and open space land acquisition and development, outdoor recreation, environmental education, and capacity building. Although they don't provide a reliable funding stream, these grants can serve as an important source of supplemental funding. GOCO receives approximately \$51 million annually from lottery proceeds that are distributed for a variety of conservation and recreation projects.

### **Safe, Accountable, Flexible and Efficient Transportation Equity Act: A Legacy for Users (SAFE-TEA-LU)**

This is the reauthorization of the Transportation Equity Act for the 21st Century (TEA-21). The Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU), enacted in August 2005, continues funding for the Recreational Trails Program and also added a new Safe Routes to School Program. Specific funds allocated through SAFE-TEA-LU for the Recreational Trails Program is \$80 million in FY 2008 and \$85 million in 2009.

In Colorado, these funds are administered by Colorado State Parks. In FY 2006, the State of Colorado was allocated \$1.3 million in Recreation Trails Program funding.

This program may be a supplemental funding source for the Front Range Trail and improvements along the Clear Creek Corridor.

