Chapter 3
Implementation Report

Adopted October 27, 2016

Prepared for:

ADAMS COUNTY COLORADO

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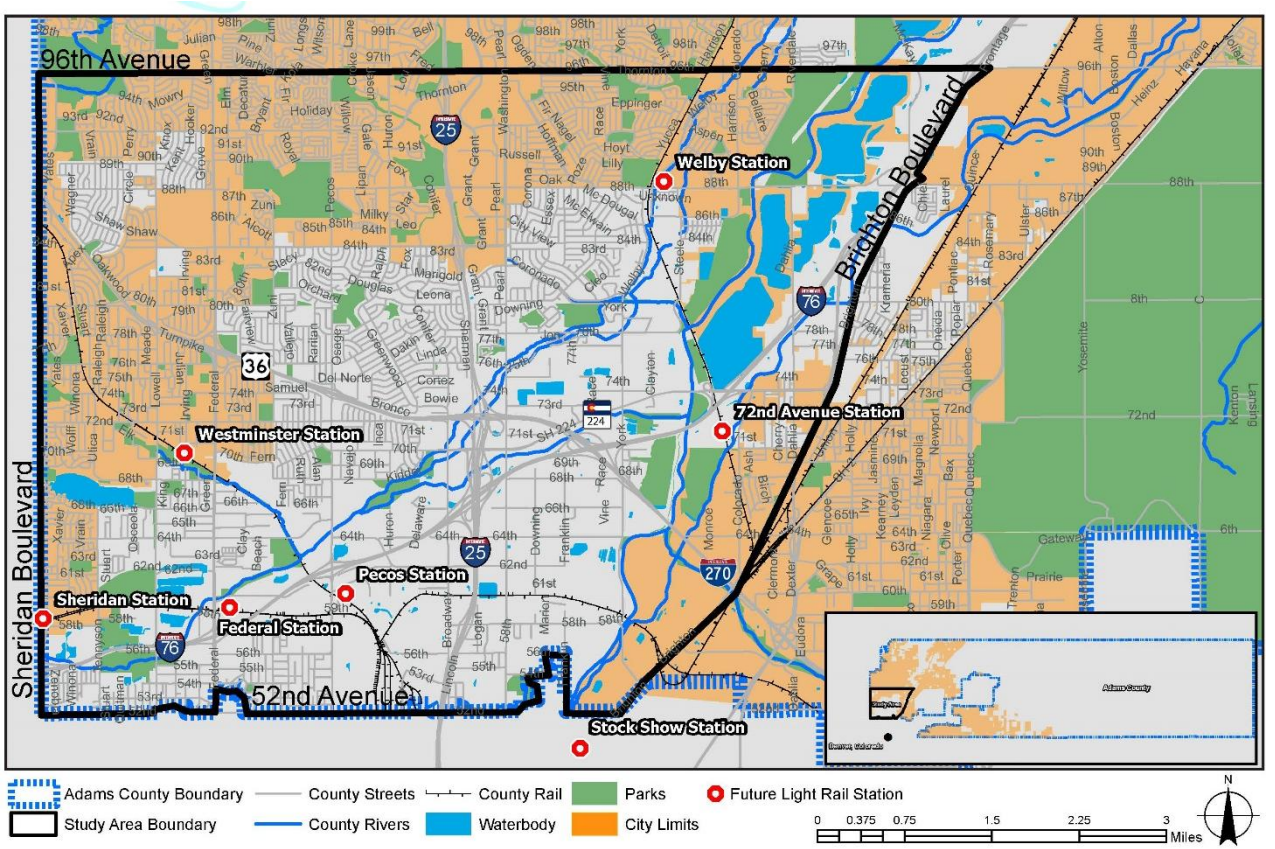
1 INTRODUCTION

1.1 Study Purpose, Process, and Objectives

The Making Connections Plan focuses on formulating a sound and rational basis for guiding development, redevelopment, and supporting infrastructure in unincorporated Southwest Adams County. It identifies improvements, projects, and policies for multi-jurisdictional and public-private investment to meet the needs of residents and businesses, and to foster a high quality of life. The 13,177-acre Study Area, depicted in Figure 1-1, is bounded generally by Sheridan Boulevard on the west, 96th Avenue on the north, Brighton Boulevard on the east, and 52nd Avenue or the Adams County boundary on the south. Of the total Study Area, 1,679 acres are within a half-mile radius (10-minute walk) of six planned Regional Transit District (RTD) FasTracks commuter rail stations. The stations include those on the G-Line (to open fall 2016), the B-Line (to open July 2016), and the N-Line (to open in 2018). Figure 1-2 depicts the location of the Study Area, outlined in black, in relation to the existing and proposed regional commuter rail network.

Figure 1-1 Study Area Map



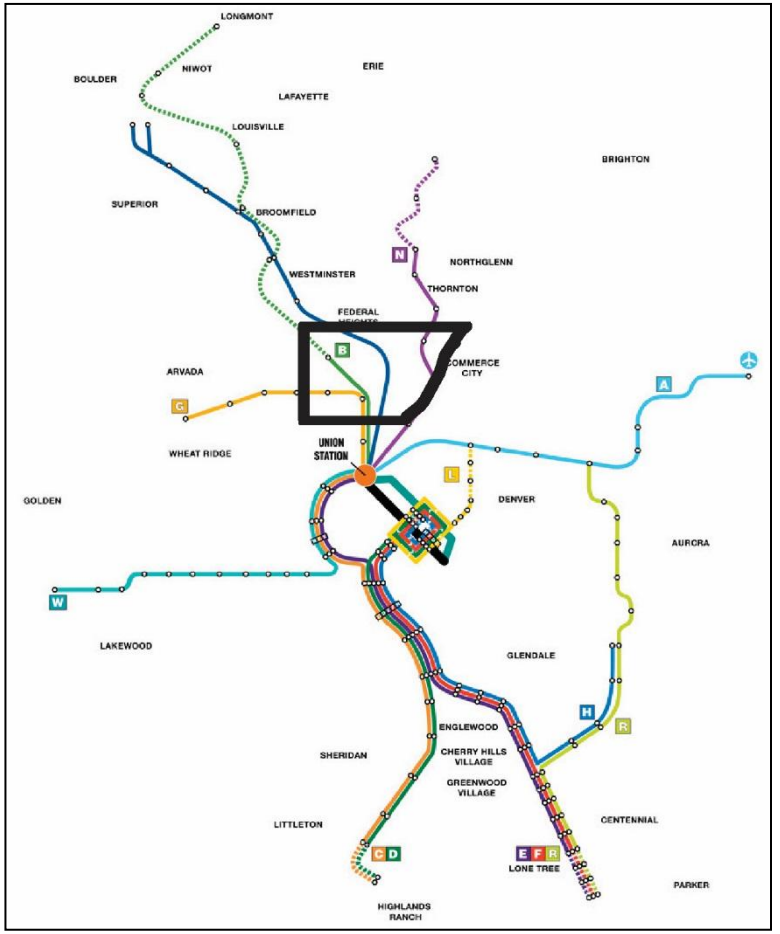
This plan summarizes recommendations from previous plans, studies, and reports and identifies strategic infrastructure investments and land use objectives. The end result will be a Master Plan document that includes a series of implementation-focused materials that get Southwest Adams County on track to work collaboratively to meet citizen needs, and to invite stakeholders and the development community to work with the County to foster high-quality infrastructure and development. While the plan focuses on economic return on investment, the plan must be strategic and equitable and consider the goals and projects that are important to the existing community, neighborhoods, and businesses.

Previous chapters documented recommendations from previous plans, studies, and reports. Through the input of Technical Advisory Committee (TAC) members, as well as representatives from adjacent jurisdictions, additional key infrastructure necessary

to support investment in the area was identified. The planned projects and needs across disciplines and jurisdictions allowed for further identification of multimodal linkages and other improvements between project areas. Public participation highly informed the discussion in terms of additional projects, needs, and priorities. From these recommendations and the additional key infrastructure and programmatic needs identified through the planning process, the study team generated a list of the Top 40 Projects (programs, policies, and/or development areas). The Top 40 Projects selection process is detailed in Chapter 2 and summarized in Section 2 of this chapter (Chapter 3). The study team then narrowed these projects down to a Top 10 Projects list that was further prioritized and phased into one of three timeframes: 2017 through 2021, 2022 through 2026, or 2027 and beyond.

The process included working closely with an Adams County staff, a TAC, representatives from adjacent cities, and various public and stakeholders meetings, as further described in Section 2.

Figure 1-2: Regional Commuter Rail



1.2 Why Now: Triangle of Opportunity Times Two

The broader Study Area includes a larger "Triangle of Opportunity" formed by the Welby Station on the planned N Line just inside the City of Thornton to the northeast, the National Western Center Station of the A Line just inside Denver to the south, and the Sheridan Station of the G Line just inside the City of Arvada to the west (Figure 1-3). This broader Triangle of Opportunity includes a significant amount of undeveloped land that:

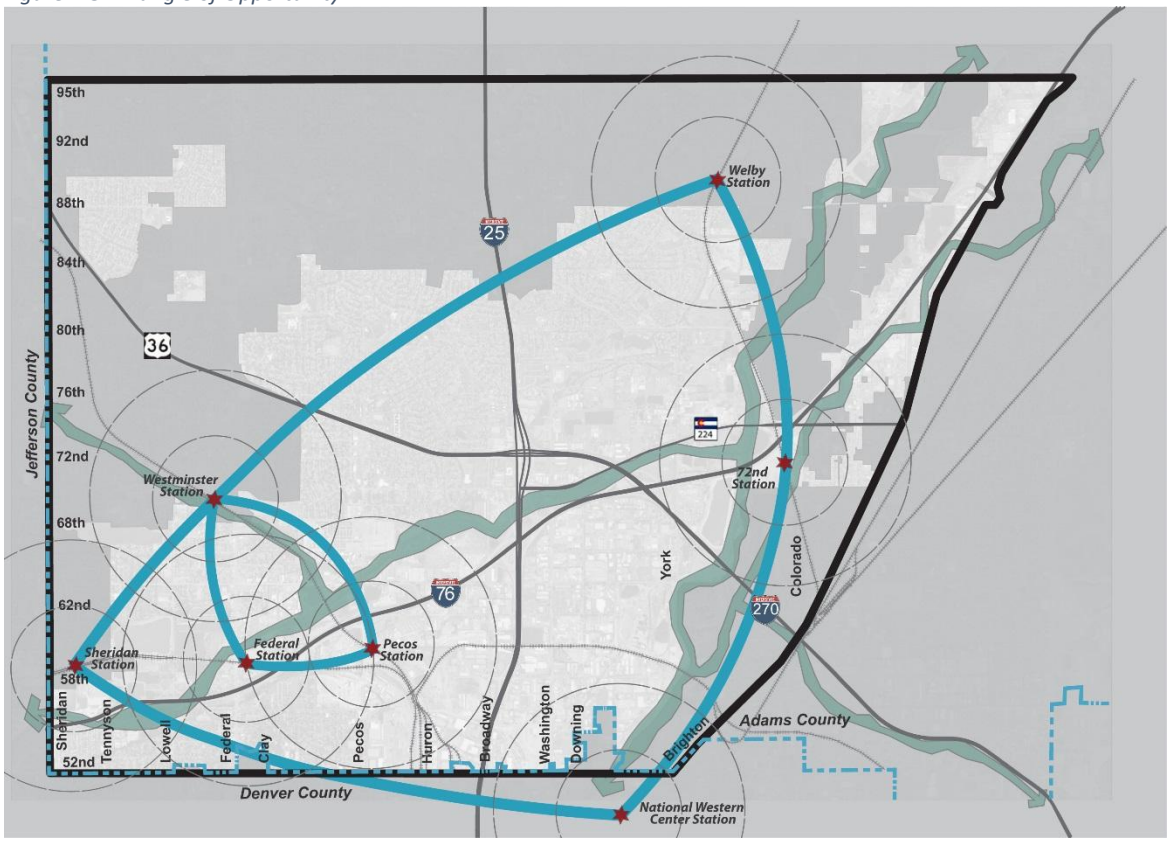
- has a higher propensity for redevelopment;
- has great regional access and location, as this area is within three to eight miles of downtown Denver and is at the crossroads of five interstate and state highways (U.S. 36, I-70, I-76, I-25, and I-270); and
- is within a one-mile area of influence around rail stations, including the six planned stations within the Study Area, plus the National Western Center Station just inside Denver.

A smaller, commuter rail transit-specific Triangle of Opportunity exists between the planned Pecos, Federal, and Westminster Stations. This Triangle of Opportunity includes significant land area at the juncture of these three stations, which are in close proximity to each other and located on two different commuter rail lines. Investment in this area has already begun, and development interest is anticipated to be high.

Both the larger and smaller Triangles of Opportunity create significant opportunities for the extensive and diverse Adams County. Adams County is a total of 1,182 square miles, 72 miles from east to west. Southwest Adams County has the highest propensity for significant urbanization in all of the County. The Making

Connections Plan capitalizes on the existing regional infrastructure and recent investments in commuter rail and light rail facilities to provide a diverse and economically stable County into the future.

Figure 1-3: Triangle of Opportunity



1.3 Chapter 3 Purpose

Chapter 3 includes a summarized overview of the project prioritization process followed by a listing of the Top 10 Projects with planning-level implementation strategies. The recommended Top 10 Projects attempt to balance development realities and the need for a return on investment while being cognizant of social and equitable needs within the multiple existing neighborhoods. The implementation strategies identified in this chapter are intended to provide planning-level guidance only. Many of these projects will require further engineering-level study. Previous chapters provide further guidance on the project process to date. Chapter 1 contains information about the project process and existing conditions. Chapter 2 offers additional information about the methodology used to identify the list of Top 40 Projects.

2 PROJECT PRIORITIZATION PROCESS

Prior to developing Chapter 3, the project team and the TAC identified the Top 40 Projects from a list of more than 188 identified projects in 85 plans and additional projects identified by the public and stakeholders (see section 2.1). Additional input was then gathered via public involvement, one-on-one meetings, and TAC meetings to help narrow the list to a Top 10 Projects list. This process is illustrated in Figure 2-1. This section provides an overview of high-priority efforts excluded from the Top 10 Projects list either because they are areas targeted for development or because they are a part of regional efforts of the County.

Figure 2-11: Project Prioritization Process

2.1 Top 40 Projects

The project team collected a significant amount of background data through examination of relevant Geographic Information Systems (GIS) datasets, previous plans and reports, ongoing planning efforts, and input received from public meetings. This information was used to compile an exhaustive list of 188 projects (see Appendix A). Once the full project list was finalized, the project team worked with the TAC in a project vetting process to identify the project type and status. The project team was then able to classify whether a project was not completed or no longer relevant (e.g. replaced or captured by another project), and were provided a better understanding of the project status. Of the projects initially identified, 23 projects were deemed completed or will be completed in 2016 (reference Figure 7-2 and Table 7-3 in Appendix A), and 13 were determined no longer relevant (reference Figure 7-3 and Table 7-4 in Appendix A). The remaining projects were overlaid with the results of a geographic-based Development and Active Travel Propensity Models (see Chapter 2 for modeling information and propensity maps). This exercise provided target areas to narrow the list to the Top 40 Projects. Figure 2-2 is described in greater detail in Section 4 of Chapter 2.Table 2-1 summarizes the Top 40 Projects. Each project was given a project number with a preceding letter. The preceding letter generally indicating the type of project: P = Policies or Programs; D = Development Areas; and I = Infrastructure Projects.

Figure 2-2 illustrates the composite map indicating the top quartiles of the two propensity models and all of the Top 40 Projects. The Top 40 Projects are both traditional infrastructure projects such as roadway improvements or water lines, and policy-based projects, such as recommended strategies for sidewalk installation or affordable housing targets. Due to the variety of project types, the project team and TAC grouped the Top 40 Projects into infrastructure, policy/program, and development area categories. The policies and programs are intended to cover the full project area and are therefore under a separate heading. The propensity modeling results shows five primary geographic areas with the highest potential return on investment (i.e. high potential for development activity) which have been identified as “development areas”. The infrastructure projects are further categorized by one of three target areas. Additional information pertaining to the Top 40 Projects can be referenced in Section 4 of Chapter 2.

Figure 2-2: Top 40 Projects

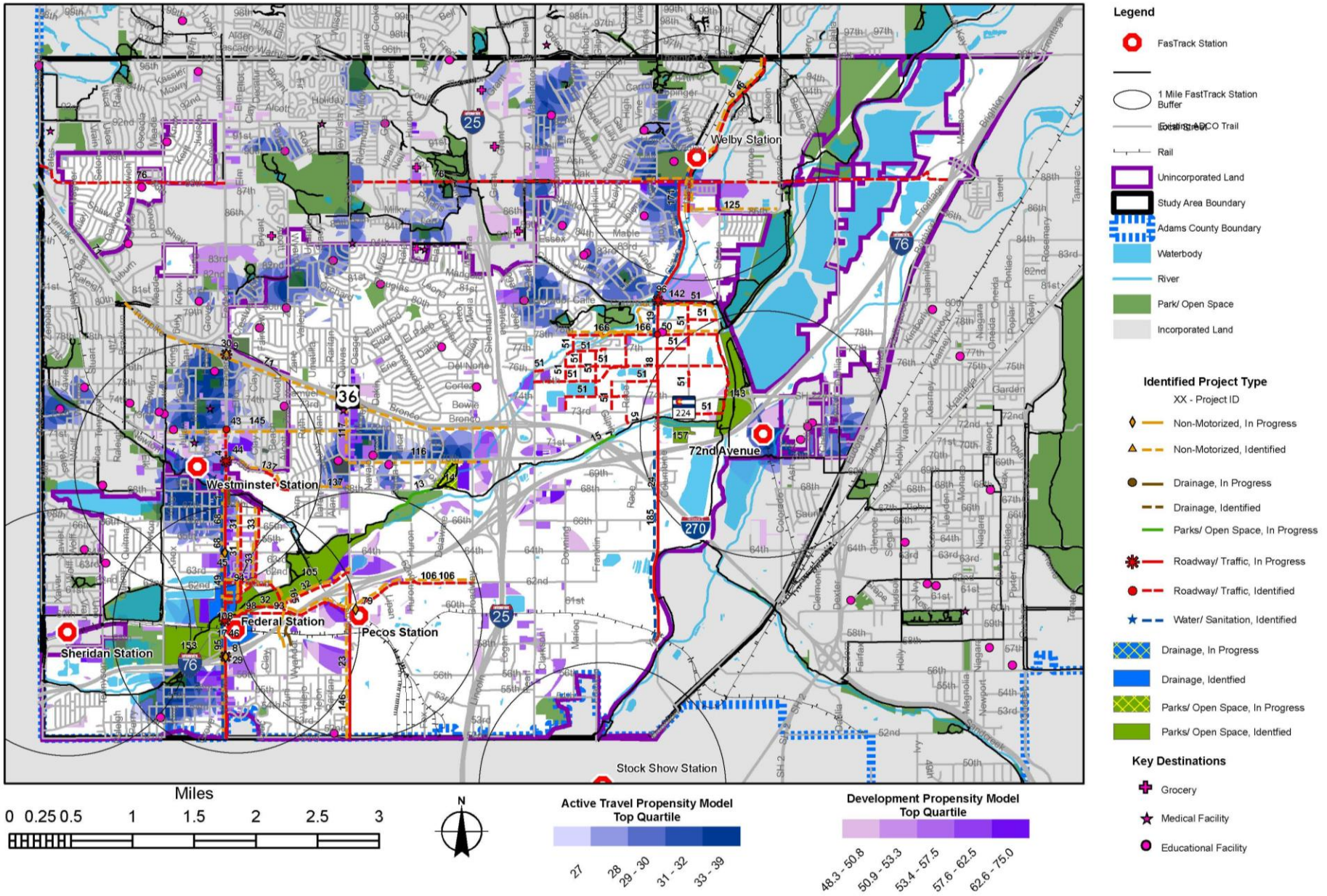


Table 2-1: Top 40 Projects

Project Categories	Project Number	Project Name
Policies or Programs	P1	Update Zoning
	P2	Update Parking Regulations
	P3	Affordable Housing Policy
	P4	Sidewalk Gap Annual Implementation
	P5	Bicycle Facility Annual Implementation Program
	P6	Americans with Disabilities Act (ADA) Transition Annual Implementation
	P7	Create Low-Impact Development Standards
	P8	Create a Neighborhood Toolkit
	P9	Create a Transportation Demand Management Program
	P10	Create a Complete Streets Policy and Complete Street Standards
	P11	Conduct Improvement Funding Study
	P12	Create a "Planning to Programming" or "Planning to Projects" Process at Adams County
Development Areas	D1	Federal Gold Line Station–Sites included in Clear Creek TOD Plan
	D2	Federal Boulevard–Between 62nd and 70th Avenues
	D3	64th Avenue and Pecos Street–Both Sides of Pecos Street, North of I-76
	D4	72nd Avenue and Colorado Boulevard
	D5	72nd Avenue and Pecos Street–Southwest Corner
Federal Boulevard and Federal Station Projects	i68, i17	Federal Boulevard Comprehensive Street Design
	i95, i49	Federal Boulevard Waterline Improvements
	i1, i10	Little Dry Creek Federal Boulevard Bridge
	i44, i45, i5, i7	Intersection Improvements
	i4, i43	Westminster Partnership Project
	i32, i46, i93, i98	Proposed Clear Creek Parkway or 60th Avenue
	i108	Parcels to be Removed from Floodplain in Proposed Phase B Urban Drainage Master Plan
	i105, i153, i123	Park/Open Space and Trail Improvement
	i31	Proposed "Elm Street," 61st to 67th Avenues (Multimodal)
	i33	Proposed Clay Street, Federal Boulevard to Little Dry Creek (Multimodal)
	i8, i29	I-76 and Federal Boulevard Ramp Improvement
	i9, i30	U.S.36 and Federal Boulevard Ramp Improvement
	i165	Clay Community Outfall (Phase 2)
Pecos Station and Pecos Commercial District Projects	I23, i146, i117	Pecos Street Improvements
	i79, 106	Pecos Station Area Improvements
	i116, i137, i145	Pecos/U.S.36 Commercial Area Improvements
	i105	New Parks/Open Space in Clear Creek TOD Plan
	i71	U.S.36 Highway Multi-Use Path, I-25 to Sheridan Boulevard
Welby Neighborhood Projects	i6, i18, i19, i24, i50, i96	York/Welby Street Improvements
	i118, i125, i76	Thornton Partnership Project
	i166, i167	North Washington Street Water and Sanitation Partnership Project
	i15, i141, i142, i143, i157	Park/Trail Improvements
	i51	Proposed Roadway Network (Approximate Alignments)
	i166	78th Avenue Improvements

2.2 Public and Stakeholder Input

Ample coordination between the project team, TAC, Adams County staff, and members from other municipalities and agencies (water and sanitation districts, Tri-County Health Department, RTD, and many others) ensured the quality and accuracy of the project identification and prioritization processes. Table 2-2 summarizes the meetings that have taken place in chronological order over the duration of the Making Connections Plan development.

2.2.1 Public Input

Following the creation of the Top 40 Projects list, the project team held a public meeting on May 2, 2016 at Skyview Academy in the City of Thornton. Approximately 60 community members participated in this meeting. The project team began by presenting an overview and status update of the project, and a description of the methodology used to identify target areas and, ultimately, the Top 40 Projects list. Participants were then encouraged to review Open House Boards, displaying critical information about the projects, and place a sticker dot on projects they support the most. The results of this exercise are illustrated in Figures 2-3 through 2-9.

Following the dot-polling exercise, meeting participants were asked to regroup within view of the presentation. An electronic-polling exercise was then conducted. Participants were asked an "ice-breaker" question followed by a series of six project-specific questions. Participants were instructed to either *rank* or *choose* different elements of the Top 40 Projects. This exercise provided valuable community insights to the project team, helping them to *prioritize* or *focus* on projects that accurately represent the community's desires and needs. This platform ensured that public input would be heavily integrated into the process of developing the Top 10 Projects.

Photo 2-1: May 2 Public Meeting

Policies and programs such as an Affordable Housing Policy, Neighborhood Toolkit Program, Bicycle Facility Program, ADA Transition Plan, and a Complete Streets Policy were popular among the respondents. Public involvement responses also showed community interest in Federal Boulevard and Federal Station Projects and the Pecos Station and Pecos Commercial District Projects. As a whole, meeting participants showed support for a Top 10 Project list that would be oriented around creating robust residential communities with efficient and safe connections through various transportation options. The six project-specific questions and the results of the electronic polling exercise are summarized in Table 2-3. All presentation materials including the PowerPoint, Open House Boards, and meeting handouts were provided in English and Spanish. Spanish interpretation was provided by a translator through simultaneous translation headsets.

The presentation concluded with an overview of the next steps in the project process. The results of the open house dot-polling exercise and the electronic polling exercise were presented to the TAC the following day and were discussed as considerations for Top 10 Project identification.

Table 2-2: Public and Stakeholder Involvement

Date	Meeting Name/Description	Attendees
September 24, 2015	Project Introduction and Kick-Off Meeting	Internal stakeholders (approximately 20 people)
November 2, 2015	Technical Advisory Committee (TAC) Workshop 1	TAC members
Ongoing	Website/Email Blasts/Meeting Advertisements (includes Spanish Translation)	Residents and Businesses within study area
November 12, 2015	Planning Commission Study Session	Planning Commissioners
November 18, 2015	Focus Group Forum	Stakeholder List (196 invited, 60 attended)
November 18, 2015	Community Open House	Invitation mailed to all addresses within zip code(estimated 40 people in attendance)
November-December, 2015	ADCO Department 1-on-1's	Community & Economic Development, Transportation, Parks and Open Space, Adams County Economic Development, and Adams County Housing Authority
November 24, 2015	Board of County Commissioners (BOCC) Study Session	County Commissioners
December 2, 2015	ACED Infrastructure Task Force Meeting	Task Force members (approximately 20 in attendance)
December 14, 2016	Meeting with non-profits/stakeholders about Spanish outreach strategies	12 attendees
December 16, 2015	TAC Meeting: Phase 1 Overview and Update	TAC Members
February 3, 2016	TAC Meeting: Review Projects and Needs (3 Areas)	TAC Members
February 17, 2016	Community Workshop: Project and Needs Identification (3 Areas)	60 members of public/stakeholders
February 18, 2016	TAC Meeting: Review overlay of public input and opportunities mapping	TAC Members
March 3, 2016	1-on-1 with Commerce City	Commerce City Staff
April 7, 2016	1-on-1 with Water and Sanitation Districts	Water and Sanitation Staff
April 14, 2016	TAC Meeting: Review project identification/prioritization modeling and initial Top 40 Projects list; revise list	TAC Members
April 26, 2016	BOCC Study Session-review Top 40 Projects list and materials for May 2 Public Workshop	BOCC
April 28, 2016	Planning Commission Study Session - Update	PC
May 2, 2016	Top 40 Project Prioritization Interactive Public Workshop	Members of the Public and Stakeholders (100 in attendance)
May 3, 2016	TAC Meeting: Review Public Workshop Results	TAC
May 11, 2016	1-on-1 Meeting with ADCO Sustainability Coordinator	Staff
May 18-28, 2016	Cities Collaborative Forum- Identify Regional Priorities	Local Jurisdictions' Staff (Arvada, Thornton, Westminster, Denver, Commerce City) and ADCO staff attended (22 attendees)
May 19, 2016	Elyria-Swansa-Globeville Business Association	Approximately 20 Business Association members
May 23, 2016	City of Federal Heights 1-on-1	Federal Heights Planning Staff
May 25, 2016	City of Thornton 1-on-1	Thornton Planning, Engineering and Parks Staff
May 25, 2016	City of Northglenn 1-on-1	Northglenn Planning Staff
May 26, 2016	Adams County Fire District 1-on-1	Adams County Fire District Staff
June 2, 2016	East Sub-Area Business Stakeholder Meeting	20 members of public/stakeholders
June 2, 2016	East Sub-Area Resident Meeting	12 members of public/stakeholders
June 15, 2016	Hands-On Charrette	TAC and area Cities' representatives, Project Team (approximately 20 in attendance)
June 30, 2016	Top-10 Projects List 1-on-1s with Adams County Departments	Departments of Sustainability, Community & Economic Development, Transportation, and Parks and Open Space
August 9, 2016	Board of County Commissioners Study Session- Review draft Top 10 list	BOCC
August 16, 2016	Community Workshop/Meeting: Review and revise draft Top 10 Project List	Members of the Public and Stakeholders (approx. 20 in attendance)
August 17, 2016	Focus Group Meeting: Review and revise draft Top 10 Project List	Stakeholder List (200 invited, approx. 30 attended)
August 18, 2016	TAC Debrief over Top 10 and feedback received at Neighborhood Meeting and Focus Group Meeting	TAC
September 8, 2016	Planning Commission Study Session- Update on draft Top 10 Project Listing/Draft Plan and Bus Tour	PC
September 26, 2016	Community Meeting/Open House on Draft Plan for review and comment	Members of the Public and Stakeholders (approx. 20 in attendance)

Figure 2-3: Dot Polling Exercise Results for Policies and Programs Board 1 of 2

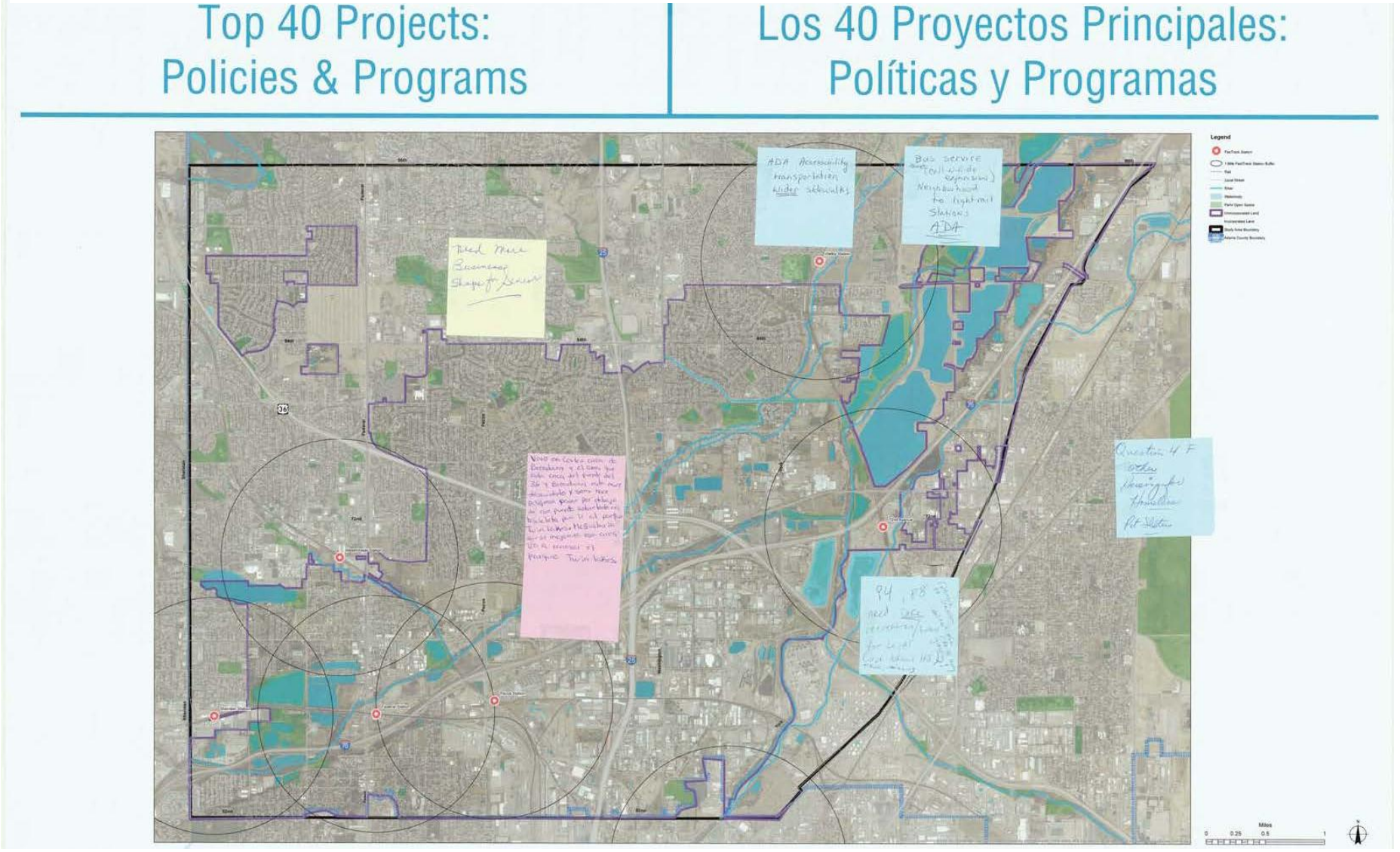
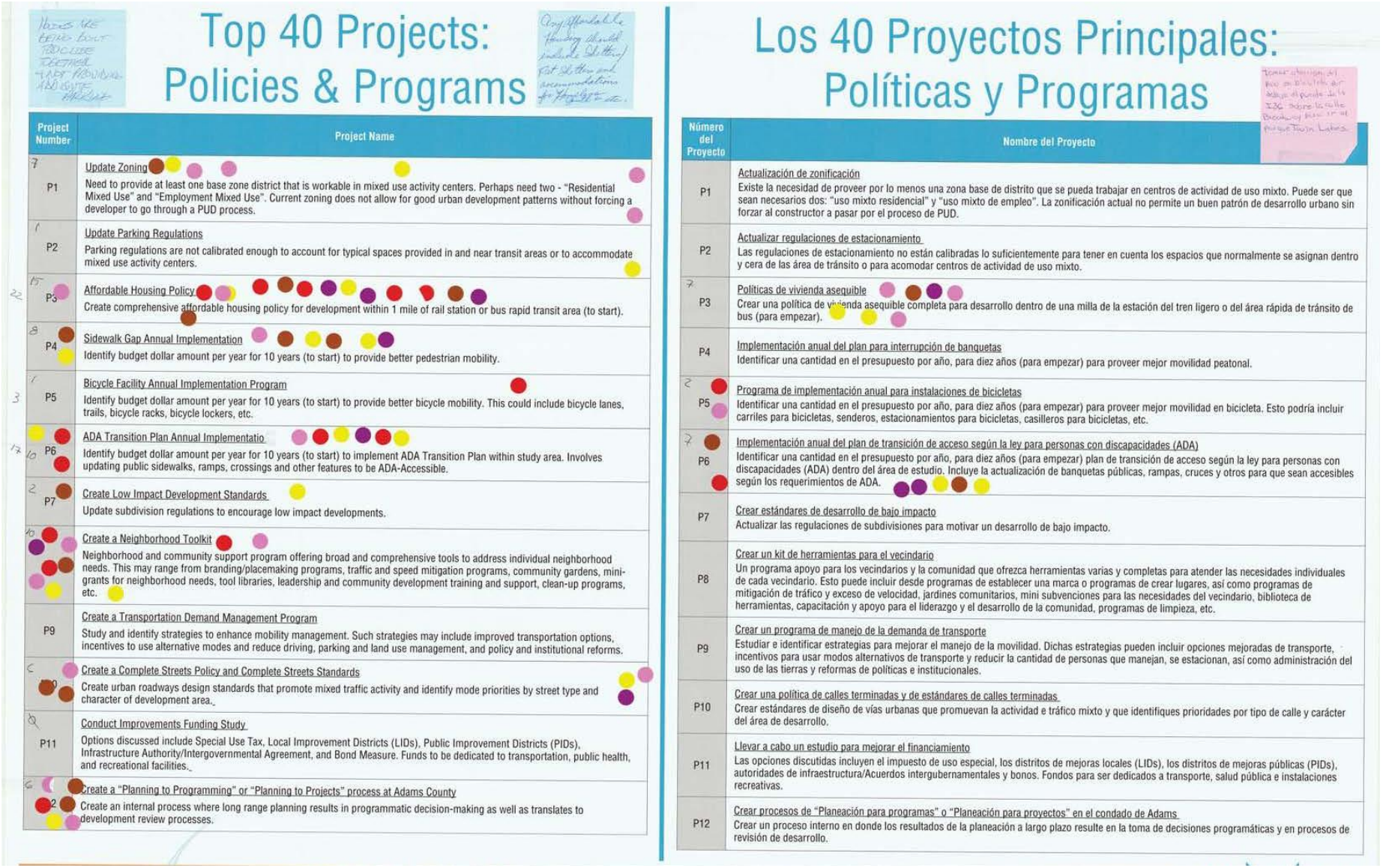


Figure 2-4: Dot-Polling Exercise Results for Policies and Programs Board 2 of 2



Top 40 Projects: Policies & Programs

Project Number	Project Name
P1	Update Zoning Need to provide at least one base zone district that is workable in mixed use activity centers. Perhaps need two - "Residential Mixed Use" and "Employment Mixed Use". Current zoning does not allow for good urban development patterns without forcing a developer to go through a PUD process.
P2	Update Parking Regulations Parking regulations are not calibrated enough to account for typical spaces provided in and near transit areas or to accommodate mixed use activity centers.
P3	Affordable Housing Policy Create comprehensive affordable housing policy for development within 1 mile of rail station or bus rapid transit area (to start).
P4	Sidewalk Gap Annual Implementation Identify budget dollar amount per year for 10 years (to start) to provide better pedestrian mobility.
P5	Bicycle Facility Annual Implementation Program Identify budget dollar amount per year for 10 years (to start) to provide better bicycle mobility. This could include bicycle lanes, trails, bicycle racks, bicycle lockers, etc.
P6	ADA Transition Plan Annual Implementatio Identify budget dollar amount per year for 10 years (to start) to implement ADA Transition Plan within study area. Involves updating public sidewalks, ramps, crossings and other features to be ADA-Accessible.
P7	Create Low Impact Development Standards Update subdivision regulations to encourage low impact developments.
	Create a Neighborhood Toolkit Neighborhood and community support program offering broad and comprehensive tools to address individual neighborhood needs. This may range from branding/placemaking programs, traffic and speed mitigation programs, community gardens, mini-grants for neighborhood needs, tool libraries, leadership and community development training and support, clean-up programs, etc.
P9	Create a Transportation Demand Management Program Study and identify strategies to enhance mobility management. Such strategies may include improved transportation options, incentives to use alternative modes and reduce driving, parking and land use management, and policy and institutional reforms.
	Create a Complete Streets Policy and Complete Streets Standards Create urban roadways design standards that promote mixed traffic activity and identify mode priorities by street type and character of development area.
P11	Conduct Improvements Funding Study Options discussed include Special Use Tax, Local Improvement Districts (LIDs), Public Improvement Districts (PIDs), Infrastructure Authority/Intergovernmental Agreement, and Bond Measure. Funds to be dedicated to transportation, public health, and recreational facilities.
	Create a "Planning to Programming" or "Planning to Projects" process at Adams County Create an internal process where long range planning results in programmatic decision-making as well as translates to development review processes.

Los 40 Proyectos Principales: Políticas y Programas

Número del Proyecto	Nombre del Proyecto
P1	Actualización de zonificación Existe la necesidad de proveer por lo menos una zona base de distrito que se pueda trabajar en centros de actividad de uso mixto. Puede ser que sean necesarios dos: "uso mixto residencial" y "uso mixto de empleo". La zonificación actual no permite un buen patrón de desarrollo urbano sin forzar al constructor a pasar por el proceso de PUD.
P2	Actualizar regulaciones de estacionamiento Las regulaciones de estacionamiento no están calibradas lo suficientemente para tener en cuenta los espacios que normalmente se asignan dentro y cera de las área de tránsito o para acomodar centros de actividad de uso mixto.
P3	Políticas de vivienda asequible Crear una política de vivienda asequible completa para desarrollo dentro de una milla de la estación del tren ligero o del área rápida de tránsito de bus (para empezar).
P4	Implementación anual del plan para interrupción de banquetas Identificar una cantidad en el presupuesto por año, para diez años (para empezar) para proveer mejor movilidad peatonal.
P5	Programa de implementación anual para instalaciones de bicicletas Identificar una cantidad en el presupuesto por año, para diez años (para empezar) para proveer mejor movilidad en bicicleta. Esto podría incluir carriles para bicicletas, senderos, estacionamientos para bicicletas, casilleros para bicicletas, etc.
P6	Implementación anual del plan de transición de acceso según la ley para personas con discapacidades (ADA) Identificar una cantidad en el presupuesto por año, para diez años (para empezar) plan de transición de acceso según la ley para personas con discapacidades (ADA) dentro del área de estudio. Incluye la actualización de banquetas públicas, rampas, cruces y otros para que sean accesibles según los requerimientos de ADA.
P7	Crear estándares de desarrollo de bajo impacto Actualizar las regulaciones de subdivisiones para motivar un desarrollo de bajo impacto.
P8	Crear un kit de herramientas para el vecindario Un programa apoyo para los vecindarios y la comunidad que ofrezca herramientas varias y completas para atender las necesidades individuales de cada vecindario. Esto puede incluir desde programas de establecer una marca o programas de crear lugares, así como programas de mitigación de tráfico y exceso de velocidad, jardines comunitarios, mini subvenciones para las necesidades del vecindario, biblioteca de herramientas, capacitación y apoyo para el liderazgo y el desarrollo de la comunidad, programas de limpieza, etc.
P9	Crear un programa de manejo de la demanda de transporte Estudiar e identificar estrategias para mejorar el manejo de la movilidad. Dichas estrategias pueden incluir opciones mejoradas de transporte, incentivos para usar modos alternativos de transporte y reducir la cantidad de personas que manejan, se estacionan, así como administración del uso de las tierras y reformas de políticas e institucionales.
P10	Crear una política de calles terminadas y de estándares de calles terminadas Crear estándares de diseño de vías urbanas que promuevan la actividad e tráfico mixto y que identifiques prioridades por tipo de calle y carácter del área de desarrollo.
P11	Llevar a cabo un estudio para mejorar el financiamiento Las opciones discutidas incluyen el impuesto de uso especial, los distritos de mejoras locales (LIDs), los distritos de mejoras públicas (PIDs), autoridades de infraestructura/Acuerdos intergubernamentales y bonos. Fondos para ser dedicados a transporte, salud pública e instalaciones recreativas.
P12	Crear procesos de "Planeación para programas" o "Planeación para proyectos" en el condado de Adams Crear un proceso interno en donde los resultados de la planeación a largo plazo resulte en la toma de decisiones programáticas y en procesos de revisión de desarrollo.

Figure 2-4: Dot Polling Exercise Results for Policies & Programs

Figure 2-5: Dot Polling Exercise Results for Infrastructure Projects- Federal Station and Federal Boulevard

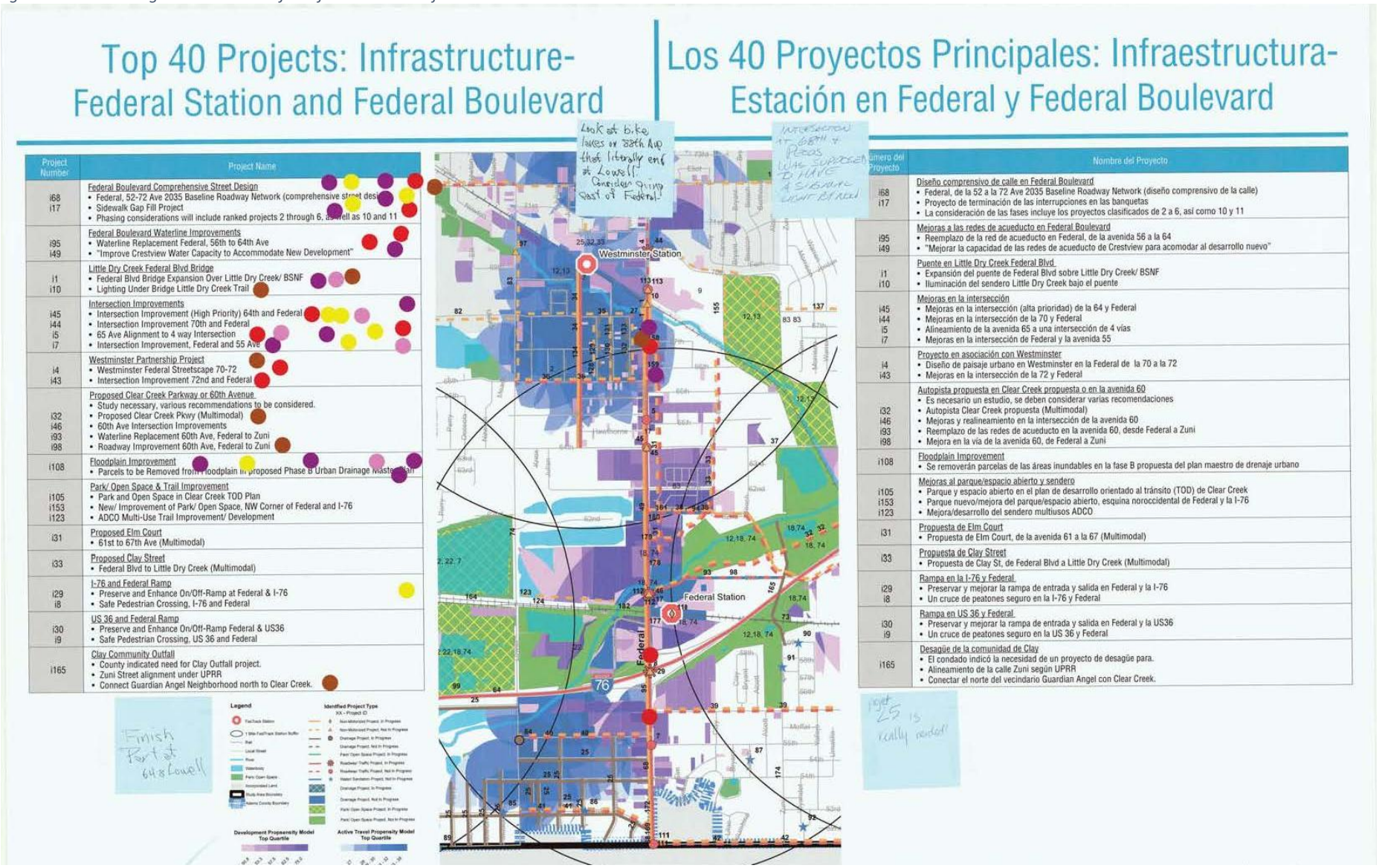


Figure 2-6: Dot Polling Exercise Results for Infrastructure Projects- Pecos Station and Pecos Commercial District

Top 40 Projects: Infrastructure- Pecos Station and Pecos Commercial District

Project Number	Project Name
i23 i146 i117	Pecos Street Improvements • Pecos Street Roadway Improvement, 52nd Ave to I-76 - 5yr CIP • Pecos Street Bike/ Trail Facility, 52nd Ave to I-76 • Pecos St Bike Facility/Trail, 70th to US36
i106 i79	Pecos Station Area Improvements • New Collector Street, Federal to Pecos to Broadway • Multimodal/Pedestrian Activity Center at Pecos Station
i116 i137 i145	Pecos/US36 Commercial Area Improvements • SH224/ 70th Ave Bike Facility , I-25 to Pecos • 70th/68th Ave Bike Lanes, Federal to Pecos • 72nd Ave Non-Motorized Improvements, Lowell to Pecos
i105	New Parks/ Open Space in Clear Creek TOD Plan
i71	US36 Highway Multi-Use Path, I-25 to Sheridan

Los 40 Proyectos Principales: Infraestructura- Estación de Pecos y Distrito Comercial de Pecos

Número del Proyecto	Nombre del Proyecto
i23 i146 i117	Mejoras a la calle Pecos • Mejoras en la vía a la calle Pecos, de la avenida 52 a la I-76 – 5 años CIP • Instalaciones de bicicleta y sendero en la calle Pecos, de la avenida 52 a la I-76 • Instalación/sendero para bicicletas en la calle Pecos dela 70 a la US36
i106 i79	Mejoras al área de la estación de Pecos • Nuevo caño colector de Federal a Pecos y a Broadway • Centro Multimodal y de actividad peatonal en la estación de Pecos
i116 i137 i145	Mejoras en el área comercial de Pecos y la US 36 • Instalación para bicicletas SH224/ avenida 70, I-25 a Pecos • Carril para bicicletas en la avenida 70/68, de Federal a Pecos • Mejoras para zonas no motorizadas en la avenida 72, de Lowell a Pecos
i105	Nuevos parques/espacios abiertos en el plan de desarrollo orientado al tránsito (TOD) de Clear Cre
i71	Sendero multiuso en la autopista US36, de la I-25 a Sheridan

Figure 2-7: Dot Polling Exercise Results for Infrastructure Projects- Welby Station and Welby Neighborhood

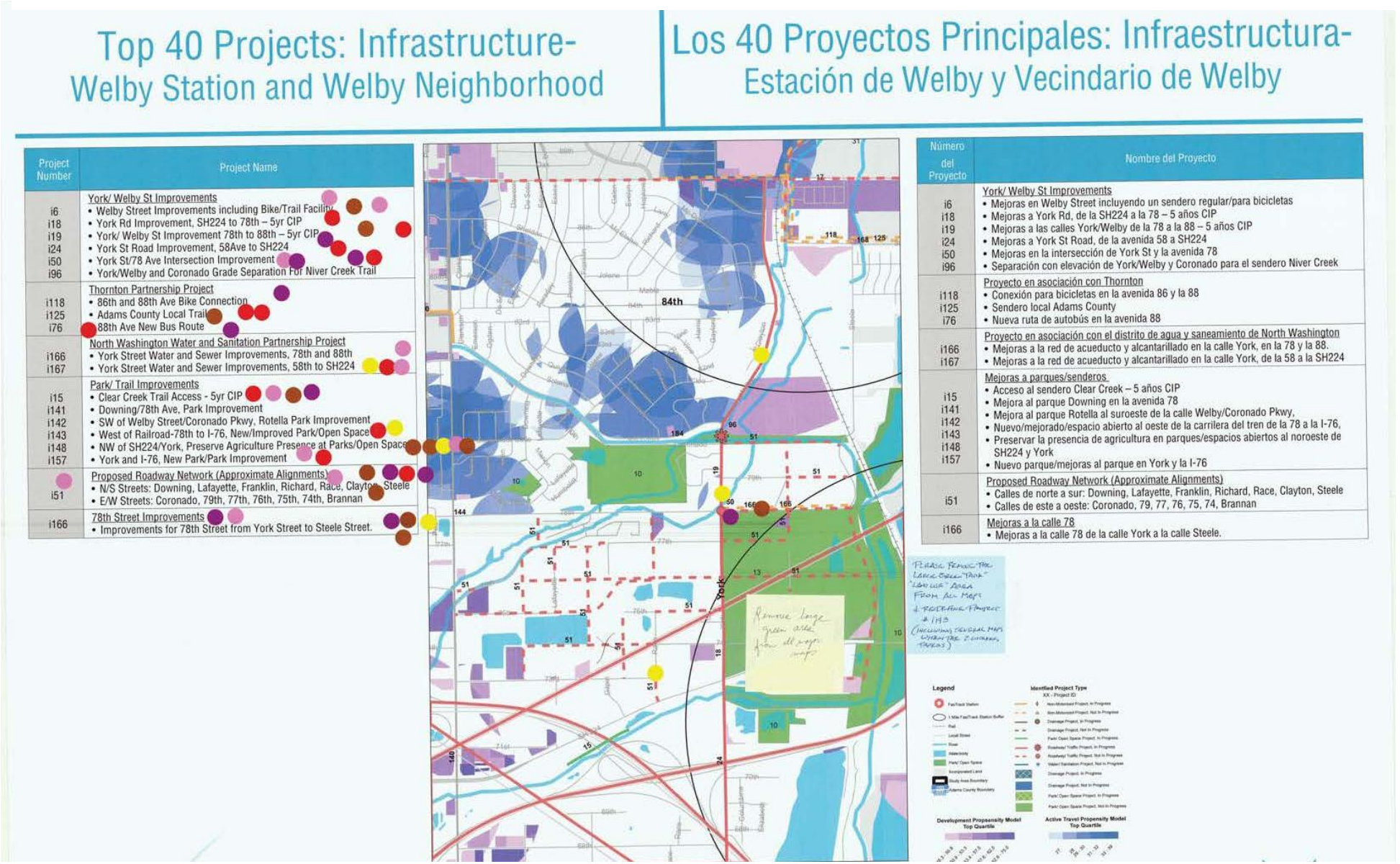


Figure 2-8: Dot-Polling Exercise Results for Development Areas

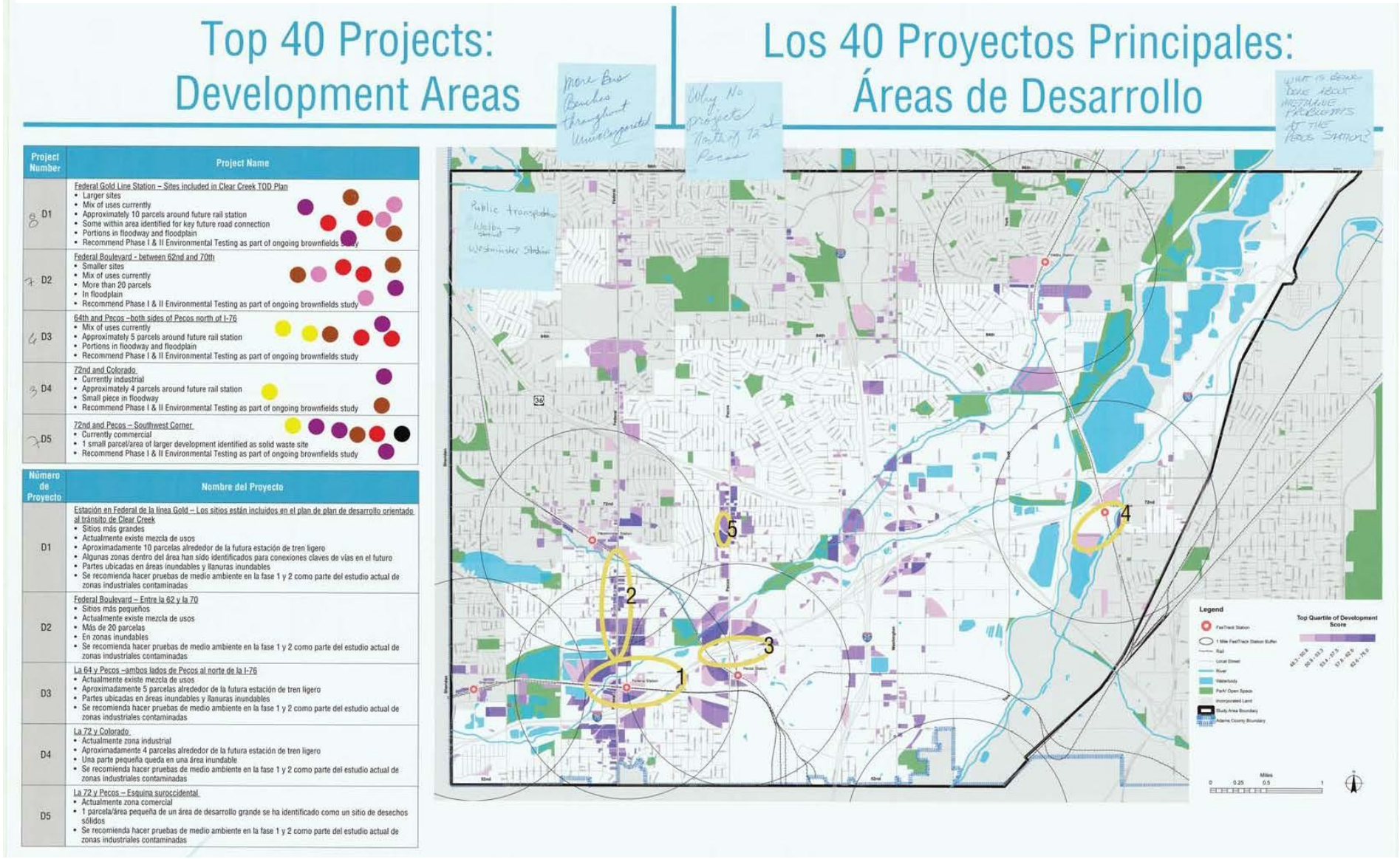
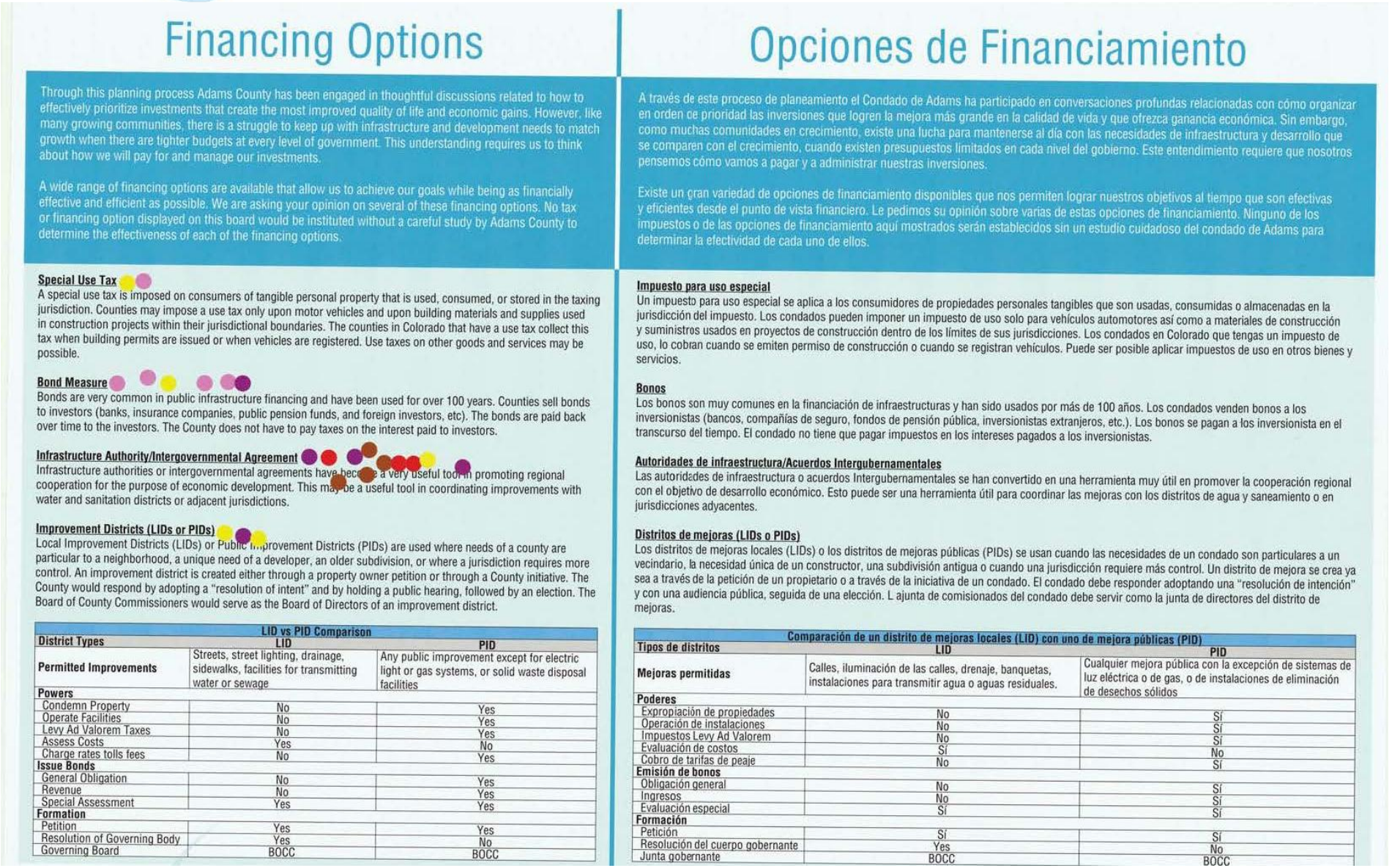


Figure 2-9: Dot-Polling Exercise Results for Financing Options



Financing Options

Through this planning process Adams County has been engaged in thoughtful discussions related to how to effectively prioritize investments that create the most improved quality of life and economic gains. However, like many growing communities, there is a struggle to keep up with infrastructure and development needs to match growth when there are tighter budgets at every level of government. This understanding requires us to think about how we will pay for and manage our investments.

A wide range of financing options are available that allow us to achieve our goals while being as financially effective and efficient as possible. We are asking your opinion on several of these financing options. No tax or financing option displayed on this board would be instituted without a careful study by Adams County to determine the effectiveness of each of the financing options.

Special Use Tax
A special use tax is imposed on consumers of tangible personal property that is used, consumed, or stored in the taxing jurisdiction. Counties may impose a use tax only upon motor vehicles and upon building materials and supplies used in construction projects within their jurisdictional boundaries. The counties in Colorado that have a use tax collect this tax when building permits are issued or when vehicles are registered. Use taxes on other goods and services may be possible.

Bond Measure
Bonds are very common in public infrastructure financing and have been used for over 100 years. Counties sell bonds to investors (banks, insurance companies, public pension funds, and foreign investors, etc). The bonds are paid back over time to the investors. The County does not have to pay taxes on the interest paid to investors.

Infrastructure Authority/Intergovernmental Agreement
Infrastructure authorities or intergovernmental agreements have become a very useful tool in promoting regional cooperation for the purpose of economic development. This may be a useful tool in coordinating improvements with water and sanitation districts or adjacent jurisdictions.

Improvement Districts (LIDs or PIDs)
Local Improvement Districts (LIDs) or Public Improvement Districts (PIDs) are used where needs of a county are particular to a neighborhood, a unique need of a developer, an older subdivision, or where a jurisdiction requires more control. An improvement district is created either through a property owner petition or through a County initiative. The County would respond by adopting a "resolution of intent" and by holding a public hearing, followed by an election. The Board of County Commissioners would serve as the Board of Directors of an improvement district.

LID vs PID Comparison

District Types	LID	PID
Permitted Improvements	Streets, street lighting, drainage, sidewalks, facilities for transmitting water or sewage	Any public improvement except for electric light or gas systems, or solid waste disposal facilities
Powers		
Condemn Property	No	Yes
Operate Facilities	No	Yes
Levy Ad Valorem Taxes	No	Yes
Assess Costs	Yes	No
Charge rates tolls fees	No	Yes
Issue Bonds		
General Obligation	No	Yes
Revenue	No	Yes
Special Assessment	Yes	Yes
Formation		
Petition	Yes	Yes
Resolution of Governing Body	Yes	No
Governing Board	BOCC	BOCC

Opciones de Financiamiento

A través de este proceso de planeamiento el Condado de Adams ha participado en conversaciones profundas relacionadas con cómo organizar en orden de prioridad las inversiones que logren la mejora más grande en la calidad de vida y que ofrezca ganancia económica. Sin embargo, como muchas comunidades en crecimiento, existe una lucha para mantenerse al día con las necesidades de infraestructura y desarrollo que se comparen con el crecimiento, cuando existen presupuestos limitados en cada nivel del gobierno. Este entendimiento requiere que nosotros pensemos cómo vamos a pagar y a administrar nuestras inversiones.

Existe un gran variedad de opciones de financiamiento disponibles que nos permiten lograr nuestros objetivos al tiempo que son efectivas y eficientes desde el punto de vista financiero. Le pedimos su opinión sobre varias de estas opciones de financiamiento. Ninguno de los impuestos o de las opciones de financiamiento aquí mostrados serán establecidos sin un estudio cuidadoso del condado de Adams para determinar la efectividad de cada uno de ellos.

Impuesto para uso especial
Un impuesto para uso especial se aplica a los consumidores de propiedades personales tangibles que son usadas, consumidas o almacenadas en la jurisdicción del impuesto. Los condados pueden imponer un impuesto de uso solo para vehículos automotores así como a materiales de construcción y suministros usados en proyectos de construcción dentro de los límites de sus jurisdicciones. Los condados en Colorado que tengas un impuesto de uso, lo cobran cuando se emiten permiso de construcción o cuando se registran vehículos. Puede ser posible aplicar impuestos de uso en otros bienes y servicios.

Bonos
Los bonos son muy comunes en la financiación de infraestructuras y han sido usados por más de 100 años. Los condados venden bonos a los inversionistas (bancos, compañías de seguro, fondos de pensión pública, inversionistas extranjeros, etc.). Los bonos se pagan a los inversionista en el transcurso del tiempo. El condado no tiene que pagar impuestos en los intereses pagados a los inversionistas.

Autoridades de infraestructura/Acuerdos Intergubernamentales
Las autoridades de infraestructura o acuerdos Intergubernamentales se han convertido en una herramienta muy útil en promover la cooperación regional con el objetivo de desarrollo económico. Esto puede ser una herramienta útil para coordinar las mejoras con los distritos de agua y saneamiento o en jurisdicciones adyacentes.

Distritos de mejoras (LIDs o PIDs)
Los distritos de mejoras locales (LIDs) o los distritos de mejoras públicas (PIDs) se usan cuando las necesidades de un condado son particulares a un vecindario, la necesidad única de un constructor, una subdivisión antigua o cuando una jurisdicción requiere más control. Un distrito de mejora se crea ya sea a través de la petición de un propietario o a través de la iniciativa de un condado. El condado debe responder adoptando una "resolución de intención" y con una audiencia pública, seguida de una elección. L ajunta de comisionados del condado debe servir como la junta de directores del distrito de mejoras.

Comparación de un distrito de mejoras locales (LID) con uno de mejora públicas (PID)

Tipos de distritos	LID	PID
Mejoras permitidas	Calles, iluminación de las calles, drenaje, banquetas, instalaciones para transmitir agua o aguas residuales.	Cualquier mejora pública con la excepción de sistemas de luz eléctrica o de gas, o de instalaciones de eliminación de desechos sólidos
Poderes		
Expropiación de propiedades	No	Sí
Operación de instalaciones	No	Sí
Impuestos Levy Ad Valorem	No	Sí
Evaluación de costos	Sí	No
Cobro de tarifas de peaje	No	Sí
Emisión de bonos		
Obligación general	No	Sí
Ingresos	No	Sí
Evaluación especial	Sí	Sí
Formación		
Petición	Sí	Sí
Resolución del cuerpo gobernante	Yes	No
Junta gobernante	BOCC	BOCC

Table 2-3: Electronic Polling Results

Questions	Answer Options	Results
Rank 1 through 4 how you would prioritize the areas displayed on the boards tonight. *(1 being highest priority, 4 being lowest priority)*	A. Federal Boulevard and Federal Station Projects B. Pecos Station and Pecos Commercial District Projects C. Welby Station and Welby Neighborhood Projects D. Other areas of unincorporated Southwest Adams County	25.27% 27.72% 20.75% 26.26%
Choose the top 3 policies and programs that you support the most.	A. Zoning Revisions B. Parking Regulations Revisions C. Affordable Housing Policy D. Low Impact Development Standards E. Neighborhood Toolkit Program F. "Planning to Projects" Program	15.21% 8.82% 24.64% 13.31% 19.09% 18.94%
Choose the top 3 policies and programs that you support the most.	A. Sidewalk Gap Program B. Bicycle Facility Program C. ADA Transition Plan/Program D. Transportation Demand Management Program E. Complete Streets Policy and Standards F. Improvements Funding Study	12.5% 19.64% 19.64% 14.29% 16.07% 17.86%
Rank the project types in order of which you support the most. *(1 being highest priority, 6 being lowest priority)*	A. Road projects B. Sidewalk or Trail projects C. Sewer/Water/Electric projects D. Parks and Recreation projects E. Projects that have multiple components (e.g. road, sidewalk, sewer, trail, etc.) all at once F. Other-please respond in detail on your comment card	17.44% 15.18% 17.87% 16.53% 13.35% 19.63%
Would you support a local tax or voter-approved financing option that would pay for a specific project list in this area?	A. No new taxes or financing option B. Depends on the project list C. Depends on the type of tax or financing option	33.33% 31.48% 35.19%
Rank the local tax or financing option in order of which you would support the most. *(1 being highest priority, 6 being lowest priority)*	A. Special-Use Tax B. Local Improvement Districts (LIDs) C. Public Improvement Districts (PIDs) D. Infrastructure Authority/ Intergovernmental Agreement E. Bond Measure F. I don't support any new taxes or financing options	17.69% 13.86% 18.61% 11.94% 21.59% 16.31%

2.2.2 TAC and Adjacent Jurisdiction Inputs

The TAC met on May 4, 2016 to discuss the results of the previous night's public meeting and next steps in the plan development process. Most of the meeting focused on identification of the highest priority projects for the various departments and agencies which are to be considered for the Top 10 Projects list. A cities collaborative form was also held on May 18, 2016 to discuss public input, next steps in the process, and to share relevant plans and areas for collaboration for the study area. Representatives from Arvada, Commerce City, Westminster, Denver, and Thornton were in attendance. Adams County Staff also met with staff from Northglenn, Federal Heights, and a larger group from Thornton to share the same information and solicit feedback in one-on-one meetings.

In addition to the TAC meeting, Adams County held one-on-one meetings with several agencies in May and June of 2016 including:

- Adams County Offices/Departments of Sustainability, Community & Economic Development, Transportation, and Parks and Open Space;
- Cities of Arvada, Thornton, Westminster, Northglenn, Federal Heights, Denver, and Commerce City;
- Elyria-Swansa-Globeville Business Association;
- Adams County Fire District; and
- East Subarea Businesses and Residents.

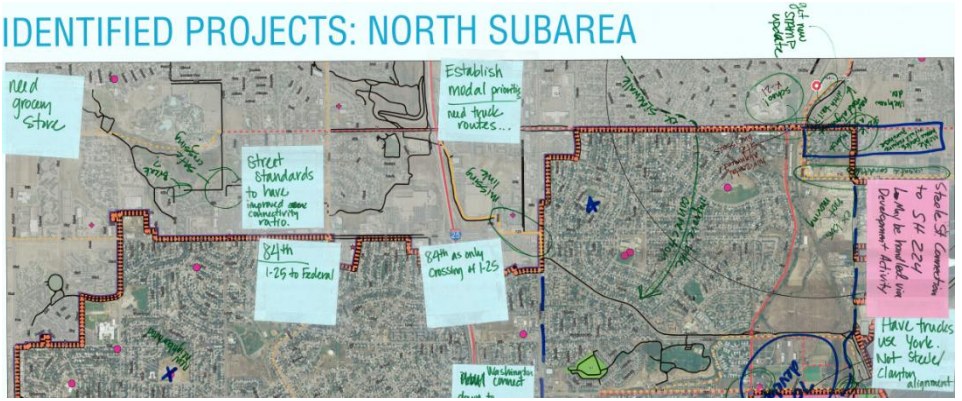
On June 15, 2016 the TAC, City of Westminster, City of Arvada, and City of Thornton participated in a Missing Links Charrette. Meeting materials were provided to representatives of cities unable to attend the meeting. Participants were asked to break out into one of three subareas (North, East, or West) and were charged with four major goals. Table 2-4 summarizes the goals guidance provided for the Charrette. The Charrette resulted in a very clear direction for the project team and the County in identifying the final Top 10 Projects.

Table 2-4: Charrette Goals and Instructions

Charrette Goal	Instructions
Empathize	How would someone from here get to school, the grocery store, or a medical facility? Would they travel on foot, by bike, by bus, or in a car?
Strategize	What are the missing links? What projects can we bundle together? What about phasing of projects?
Prioritize	Which of these projects are the highest priorities? Should any of these projects make a Top 10 Projects list?
Quality Control	Do we have information on here that is accurate or are we missing something? Please provide map and project quality control.

Photo 2-2 is a picture of the North Subarea poster size board used during the Missing Links Charrette. It is a great example of how members of the TAC and significant stakeholders collaborated with the project team to ensure all information was completely accurate.

Photo 2-2: Photo of North Subarea Board used during Missing Links Charrette



2.3 Other High-Priority Efforts

This section provides an overview of high-priority efforts that do not fall within the Top 10 Projects list, either because they are areas targeted for development or because they are a part of regional efforts of the BOCC. In addition, the Project Team communicated with the Urban Drainage and Flood Control District (UDFCD) and Adams County to collect improvements identified prior to the Making Connections Plan in a GIS database format. Reference Figure 7-6 in Appendix 7 for a map of the various improvements provided by Adams County and the UDFCD.

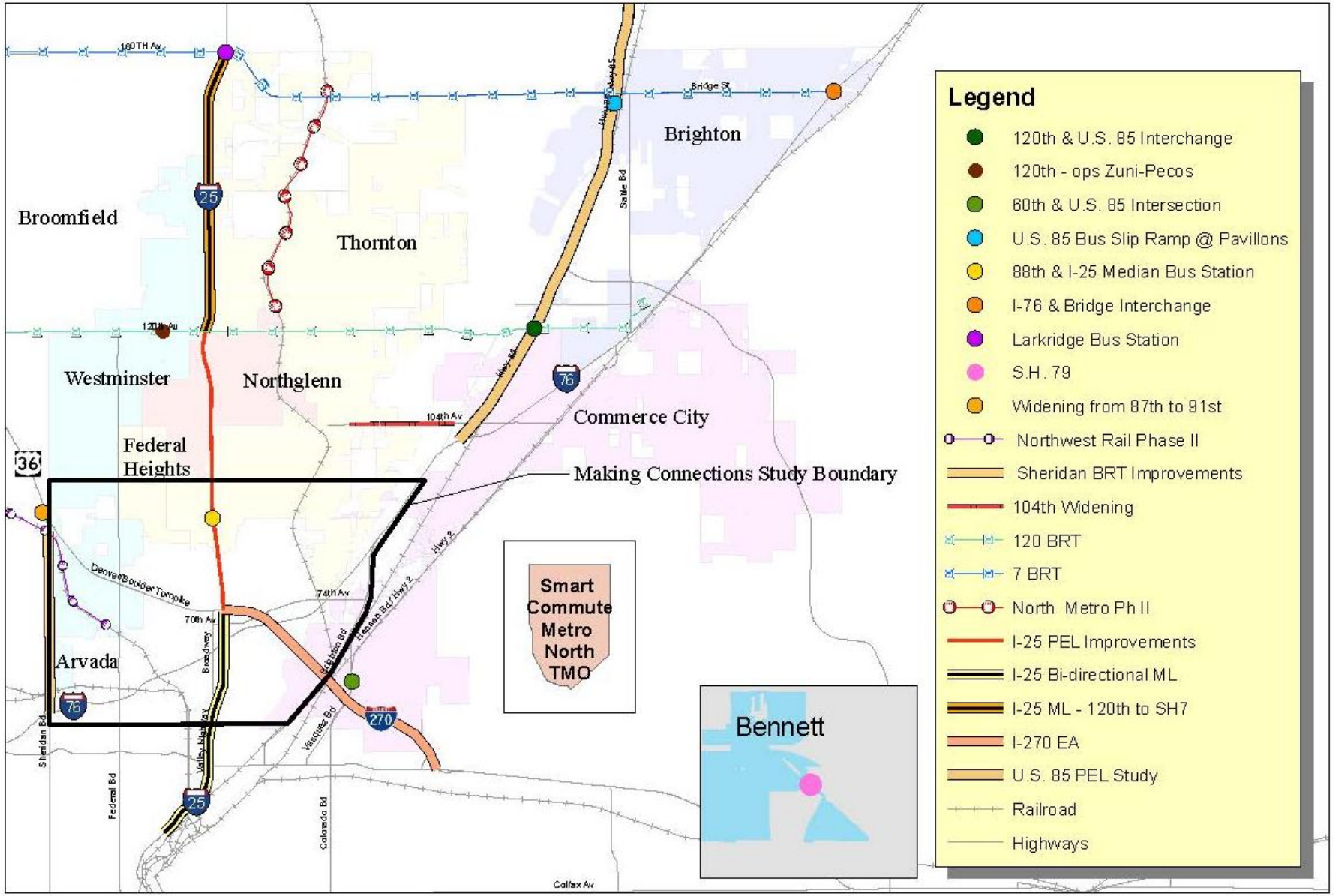
2.3.1 Regional Projects

Developing countywide transportation projects and maintenance programs is essential for sustainable development by linking economic growth with key transportation factors. Adams County historically has worked with local city agencies to prioritize regional transportation improvement projects through a process governed by an Intergovernmental Agreement (IGA). The County, along with the Colorado Department of Transportation (CDOT), RTD and Denver Regional Council of Governments (DRCOG), and the members from the private sector, make revisions to the identified regional transportation priorities every three years to achieve regional cooperation and coordination. Table 2-5 provides a list of the projects that fall within the Making Connections Plan Study Area that are considered high-priority regional projects by the Board of County Commissioners (BOCC). Figure 2-10 displays all of the regionally-significant high-priority projects in context to the Making Connections Plan study area. Through this planning process the TAC determined the following projects to be regionally significant, but decided not to include these projects in the Top 40 or Top 10 Projects list.

Table 2-5: BOCC High-Priority Projects

Regionally-Significant High-Priority Projects	Status
I-25 PEL Improvements: Include "multimodal operational and capacity improvements between U.S. 36 and SH 7"	In Progress
Sheridan Boulevard Improvements: Include "widening and multimodal improvements along Sheridan Boulevard from 87th to 91st,"	Identified
Northwest Rail Phase II	Identified
I-25 Bi-directional ML: "A study is expected to commence in mid-2016"	Identified
I-270 Environmental Assessment: Includes conducting a "PEL for the I-270/Vasquez Interchange, for 60th Avenue and US 85, and Traffic Analysis for the corridor"	In Progress

*Figure 2-10: Adams County 2014 Regional Priority Projects**



**Source: Adams County*

2.3.2 Development Areas

The Top 40 Projects list includes identification of targeted development areas based on the propensity mapping documented in Chapter 2. The propensity mapping included criteria, such as proximity to transit, proximity to highways, lower improvement to land-value ratios for parcels, and the potential need for environmental clean-up. The potential need for environmental clean-up became an important criterion as the County currently has a separate brownfields assessment grant that includes a brownfields inventory and Phase I and Phase II Environmental Site Assessments. Sites identified in this inventory are indicated as high-priority sites and recommended for Phase I or II environmental site assessments as part of the separate brownfields remediation process. It also is recognized in the assessment that, given the presence of existing businesses, remediating some properties or areas may be longer term propositions.

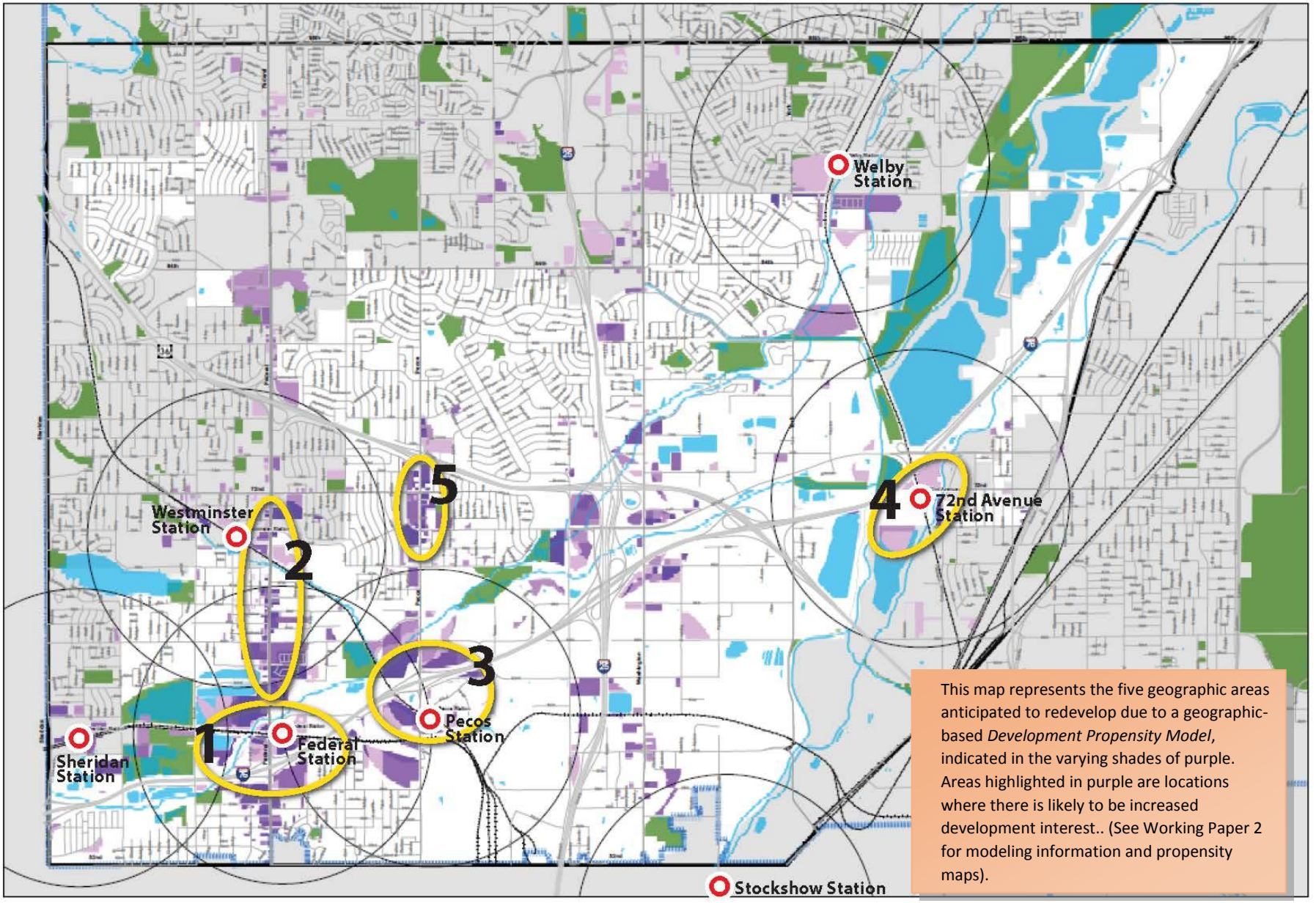
Five geographic areas were identified as key Development Areas from previous analyses. This does not mean there are no other areas within unincorporated Southwest Adams County available or ripe for development or redevelopment; but instead it indicates that the criteria resulted in the following five areas (Table 2-6). These areas may be more challenging from some aspects, including environmental conditions already mentioned, and/or locations within the floodplain. However, these areas are valuable assets, given their proximity to limited water assets as well as commuter rail transit (four of the five development areas; see Figure 2-11). Many of these areas were highlighted in previous plans.

The Development Areas helped to inform the Top 10 Projects. Due to the opportunity to invite public-private investment, these areas are important enough to be to be highlighted in this report. The development areas are described in Table 2-6 and are displayed in Figure 2-11.

Table 2-6: Development Areas

Project Number	Development Area Name and Characteristics
D1	Federal Gold Line Station – Sites included in Clear Creek TOD Plan • Larger sites • Mix of uses currently • Approximately 30 individual parcels around future rail station • Some within area identified for key future road connection(s) • Portions in floodway and floodplain • Recommend Phase I and II Environmental Site Assessment as part of ongoing brownfields study
D2	Federal Boulevard - between 62nd and 70th Avenue • Smaller sites • Mix of uses currently • More than 20 individual parcels • Portions In floodplain-project identified to remove area from floodplain • Recommend Phase I and II Environmental Site Assessment as part of ongoing brownfields study
D3	64th Avenue and Pecos Street –both sides of Pecos north of I-76 • Mix of uses currently • Approximately five parcels around future rail station • Portions in floodway and floodplain • Recommend Phase I and II Environmental Site Assessment as part of ongoing brownfields study
D4	72nd Avenue and Colorado Boulevard • Currently industrial • Approximately four parcels around future rail station • Larger opportunity perhaps east of Colorado Boulevard in existing County/School district land that may become available • Small piece in floodway • Recommend Phase I and II Environmental Site Assessment as part of ongoing brownfields study
D5	72nd Avenue and Pecos Street – Southwest Corner • Currently commercial • One small parcel/area of larger development identified as solid waste site • Recommend Phase I and II Environmental Site Assessment as part of ongoing brownfields study • This larger commercial area from approximately 70th Avenue to U.S. 36, along Pecos Street, may have opportunities for grocery and general new retail services/restaurants to serve current and incoming area populations.

Figure 2-11: Development Areas



3 ENVIRONMENTAL REMEDIATION COSTS

Throughout the Making Connections Plan project process, it became apparent that many targeted redevelopment sites, including, but not limited to those within the Clear Creek Corridor, include sites with known landfill contamination and the possibility of additional brownfield contamination. A separate brownfield inventory is currently being conducted by the County using Environmental Protection Agency (EPA) Brownfields Grant funds. As part of that inventory effort, up to 10 sites will be identified for a Phase I or II Environmental Site Assessment (ESA). Given the scope of the Making Connections Plan projects, not all brownfield sites have been identified, nor has appropriate environmental determination been made. However, this section of the report attempts to outline the potential order of magnitude costs that could be incurred in the implementation of projects identified in this plan.

3.1 Landfills–Environmental Risk Factors

The County has available a dataset of known landfill sites. This information is provided from a dataset that dates back to 1985 (reference Chapter 1 for additional information). The overall environmental condition of a specific property is most accurately evaluated by conducting a Phase II ESA. The site-specific ESA is designed to assess the condition of soil and groundwater by considering the types of contaminants that could be present in the landfill waste streams received. The designation of landfill type is primarily established by the wastes they are allowed to receive and the necessary local, state, or federal regulations and environmental standards in effect for operation and post-operation closure and care. A planning-level description of the typical expected environmental risk factor for each type of landfill category is provided in Table 3-1. The actual environmental risk factor including the potential or presence of contaminated soil or groundwater would need to be evaluated on a site-specific basis. The evaluation would consider the financial responsibility and cost to complete corrective action if contamination is present, the potential owner liability related to contamination present on-site and/or off-site at adjoining properties, and potential limitations to future site redevelopment.

Table 3-1: Landfill Environmental Risk Factor

Landfill Type	Environmental Risk Factor	Description
Construction Debris Landfill (CD)	Low-Moderate	Typically regulated and permitted at a state and/or local level, this type of facility is intended to generally accept construction debris that do not contain regulated materials. The regulated materials not permitted in a CD Landfill include the broad category of Non-Hazardous/Special Waste, Hazardous Waste or asbestos. As the materials disposed are not regulated materials, classification as having a Low Environmental Risk Factor is reasonable. However, in some instances, these regulated materials can be improperly disposed of in CD landfills, particularly with older facilities established prior to development of federal environmental laws (1970s and 1980s) and presently used waste handling/disposal practices. Therefore, there is the potential for individual sites to have a Moderate Environmental Risk Factor.
Solid Waste Landfill (SW)	Moderate	This type of facility is regulated under the Federal Resource Conservation and Recovery Act (RCRA) Subtitle D requirements. They are permitted to receive a wide range of wastes including Non-Hazardous/Special Wastes and asbestos. Conversely, they are not allowed to receive Hazardous Wastes as defined by RCRA. These types of facilities have established and rigorous groundwater and methane monitoring requirements per federal law. They are typically assumed as having a Moderate Environmental Risk Factor, however, will vary on an individual basis. Once a SW facility is closed for operation, the RCRA Subtitle D monitoring regulations remain in effect for up to 30 years (Post-Closure Monitoring/Care).
Solid Waste and Construction Debris Landfill (SWCD)	Moderate	This facility is permitted to receive materials as described above for CD and SW. It is reasonable to assign a Moderate Environmental Risk Factor with site-specific variability.
Inert Fill Landfill (IF)	Low	As material received is defined as “environmentally inert,” it is assigned a Low Environmental Risk Factor.
Other Disposal Facilities (i.e. Fly Ash)	Low	As with IF facilities, it is suitable to assign a Low Environmental Risk Factor.

3.2 Case Study Examples

Environmental remediation for sites can vary greatly depending on the identified contaminant at a site, its impact to groundwater, and the cost to complete correction. Provided in this section are recent examples of environmental remediation in the Denver region.

Confluence Park, City and County of Denver: On the most expensive end is Denver's Confluence Park which included the development of a riverfront plaza project. Recent reports from July 2016 indicate the project is nearly 86% over budget, with over a year delay in the project schedule[1]. The original contract amount was $5 million including design, public art, testing, and other costs. Coal tar was discovered in the project process at the end of the South Platte River's west bank, causing for an addition of $4.3 million to the project budget to remove the coal tar, treat the water on site, and return the water back to the river.

Pecos Grade Separation Project, Adams County: The Pecos Grade Separation Project in Adams County included construction of railroad grade separation on Pecos Street at the Union Pacific and Burlington Northern Santa Fe Railroad crossing. This project is another example of the requirement of on-site water treatment. The County had to treat approximately five million gallons of water. This project underscores the increasingly strict water quality standards leading to increased cost of water treatment. Initial cost estimates for Hazardous Waste Disposal, Contaminated Water Treatment/Disposal, and Solid Waste Disposal were budgeted at $400,000; however, the actual costs incurred for these activities totaled $3,786,151.33. Additionally, during the project process, an unknown landfill was discovered and required the addition of a span to the Osage Bridge, costing an unexpected $800,000. In total, the awarded contract amount was $23,822,466.24, but the actual expenditures totaled $25,549,812.13—approximately a 7% cost increase.

Clay Community Outfall, Adams County: The Clay Community Outfall is a combined storm drainage and trail project previously identified by the County. Phase I construction activities were completed in Summer 2016.. Phase II of the project was placed on hold due to discovery of environmental contaminants. The latest budget estimates for Phase II activities total approximately $20,000,000; however, the original project budget (engineer's estimate prior to receiving bids, 2013) was estimated at approximately $7,000.000, a 280% difference.

3.3 Phase I and II Environmental Site Assessment

Occurring concurrently to the Making Connections Plan is the EPA-funded brownfields inventory project, *Brownfields Program*. In the spring of 2015, the U.S. Environmental Protection Agency (EPA) awarded a $200,000 Brownfields Assessment Grant to Adams County. The grant will provide funding to assist the County in identifying, assessing, and revitalizing brownfields properties in the Clear Creek Valley Area. This area was identified as the "Target Area" due to its proximity to planned RTD light rail stations and its history of gravel mining and landfills. These properties, if remediated, have the potential to become valuable to the surrounding community as redeveloped properties that not only generate tax revenues, create jobs, and stimulate economic growth, but also create aesthetic value by removing blight from the area. The *Clear Creek Valley TOD Plan* was adopted by Adams County in 2009 and includes this area in its strategy for revitalization. The County is currently creating an inventory and priority list of Brownfield sites in the Brownfields Assessment Target Area (see Figure 3-1). Property that are priorities for redevelopment may receive technical assistance by filling out an owner participation form and eligibility application. Table 3-2 summarizes the typical steps of a brownfield reuse project.

[1] http://www.denverpost.com/2016/07/26/denver-confluence-park-budget-increases/

Figure 3-1: Brownfields Assessment Target Area

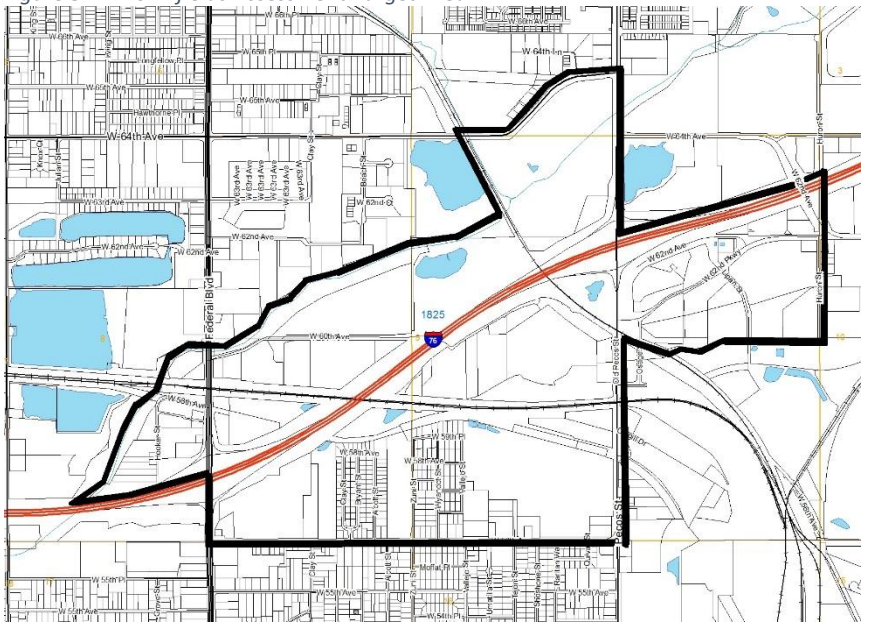


Table 3-2: Brownfield Reuse Project Steps

Phase	Tasks
Phase I Environmental Site Assessments	• Background information gathering and historical records review • Visual site inspections • Other requirements according to American Society of Testing and Materials (ASTM) standards
Phase II Environmental Site Assessments	• Subsurface Soil Sampling • Groundwater Sampling • Ecological Assessment (if necessary) • Quality Assurance Project Plan (QAPP) required by EPA
Supplemental Phase II Environmental Site Assessments	• Subsurface soil sampling and groundwater sampling to determine the extent of contamination found in initial Phase II ESA
Corrective Action Feasibility Investigations (CAFI)	• An evaluation of remediation options and associated costs, while balancing environmental protection and site redevelopment goals • Identification of redevelopment scenarios • Identification of remedial alternatives • Engineering evaluation of remedial alternatives and selection of preferred alternative • Required by DEC to be included in all DEC approved Corrective Action Plans
Corrective Action Plan	• A plan detailing the specific remedial actions necessary to implement the preferred alternative selected in the CAFI process.

4 TOP 10 PROJECTS

The result of the previously described Project Prioritization Process is a list of 10 high-priority projects identified by the TAC and public to strategically implement in the near-term planning horizon. This method of project prioritization took place within a 15-month time frame starting with the collection of an exhaustive list of 188 recommended projects extracted from 85 previously adopted plans or programs. The projects were then categorized to create new data sets to be mapped and analyzed in coordination with existing data. Objective methodology was then used to identify priority areas using the top scoring geographic locations of an Active Travel and Development propensity models to ultimately make data-driven decisions towards a refined list of Top 40 Projects. Additionally, a qualitative approach in prioritization was used through various outlets of public input and stakeholder involvement during multiple workshops and a stakeholder charrette to focus on needs of the people who live or work within the community.

The final outcome is a list of Top 10 projects, with six of the 10 projects recommending a policy or program, including a local financing study, a new "Plans to Projects" (P2P) Program, an affordable housing policy, a sidewalk program, a complete streets policy and complete streets standards, and park and trail improvements. The remaining four projects are high-priority geographic areas such as the Federal Connection, the Clear Creek Connection, the Sheridan Connection, and the Welby Connection. These connection areas consist of multiple individual projects grouped into multi-disciplinary project bundles. Each of these high-priority initiatives (Top 10 Projects) are further described in this section and are divided into two primary sections: Policies, Programs, and Future Studies; and Geographic-specific Projects.

4.1 Policies, Programs and Future Studies

There is a tremendous need within the Making Connections Plan study area that is best accommodated via programs, policies, and future studies. Provided in this section is a description for a local financing study, a Plans to Projects (P2P) Program, an affordable housing policy, a sidewalk program, and guidance for a future complete streets policy and complete streets standards.

4.1.1 Local Financing Study

Through this planning process, Adams County has been engaged in thoughtful discussions on effectively prioritizing investments that create the most improved quality of life, equity, and return on investment. However, like many growing communities, there is a struggle to keep up with infrastructure and development needs to match growth when there are tighter budgets at every level of government. This understanding requires Adams County to think about how to pay for and manage investments. A wide range of financing options are available that allow the County to achieve community goals while being as financially effective and efficient as possible. Some of these financing options include: a special-use tax, a bond measure, creation of an infrastructure authority, entering in to intergovernmental agreements, or creation of an improvement district (e.g. LID or PID). Although this is not an exhaustive list of financing options, each of these four options is briefly summarized in Table 4-1.

Table 4-1: Examples of Financing Options

Financing Option	Description
Special-Use Tax	A special-use tax is imposed on consumers of tangible personal property that is used, consumed, or stored in the taxing jurisdiction. Counties may impose a special-use tax only upon motor vehicles and building materials and supplies used in construction projects within their jurisdictional boundaries. The counties in Colorado that have a special use tax collect this tax when building permits are issued or when vehicles are registered. Special use taxes on other goods and services may be possible.
Bond Measure	Bonds are very common in public infrastructure financing and have been used for over 100 years. Counties sell bonds to investors (e.g., banks, insurance companies, public pension funds, and foreign investors, etc). The bonds are paid back over time to the investors. The County does not have to pay taxes on the interest paid to investors.
Infrastructure Authority/ Intergovernmental Agreement	Infrastructure authorities or intergovernmental agreements (IGAs) have become a very useful tool in promoting regional cooperation for the purpose of economic development. These instruments may be a useful tool in coordinating improvements with water and sanitation districts or projects that involve adjacent jurisdictions.
Improvement Districts (LIDs or PIDs)	Local Improvement Districts (LIDs) or Public Improvement Districts (PIDs) are used where needs of a county are particular to a neighborhood, a unique need of a developer, an older subdivision, or area requiring greater jurisdictional control. An improvement district is created either through a property owner petition or through a county initiative. The county would respond by adopting a "resolution of intent," holding a public hearing, and sponsoring an election. The BOCC would serve as the Board of Directors of an improvement district.

The community and TAC recommendations for unincorporated Southwest Adams County are to undertake a detailed financing study to (1) better understand the County's existing bonds and other obligations and (2) expand upon the County's understanding of the capacity for financing projects through both traditional and innovative funding strategies. Additionally, the study would examine public support for different financing strategies and conditions of support. There would be four primary components to the study including: Tools; Revenue and Obligation; Survey; and Handbook. Each of these four components are further described in Table 4-2.

Table 4-2: Financing Study Components

Financing Study Component	Guidance
Tools	The Financing Study should begin with a clear understanding of all the existing tools available to the County, and the propensity to utilize different tools by project type (e.g., streets, drainage, and parks) historically by department. The study also should identify those tools that currently may not be available for County use within the State of Colorado but might be worth lobbying the State to change regulations to allow County use.
Revenue and Obligation	The Study also would include a comprehensive understanding of existing revenues, such as: Property Tax (including property tax rebates), Ownership Tax, Sales and Use Tax, Occupation Tax, Other Taxes, Licenses and Permits, and Intergovernmental Revenue (federal and state). Most of revenue information should be readily available via annual budgeting and reporting. The study would then focus on a clear understanding of current and projected financial obligations, such as: Short-term Notes, Certificates of Participation, General Obligation Bonds, and Revenue Bonds. This should include a clear stating of the County's bonding capacity and current ratings through Moody's and Standard and Poor's.
Survey	The study should include a county-wide survey (including ability to obtain information specifically for unincorporated Southwest Adams County, e.g. this Study Area—or consider beginning by surveying just unincorporated Southwest Adams County) to ascertain the public's appetite for different financing strategies by project type.
Handbook	A product of this study would include a handbook for day-to-day use by County departments and multi-departmental education and training. The handbook would provide a quick and concise way to ascertain specific tools that can be utilized for projects of all scales, complexities, budgets, and implementation timeframes. The handbook should include a summary table(s), with resources identified by project type, agency (e.g. federal, state, county), and/or dollar limits. Following the "quick glance" tables would be a more detailed description of each program/tool with contact information, annual filing deadline (for grants for example), and an example or two of where and when this was used in the County before, if applicable.

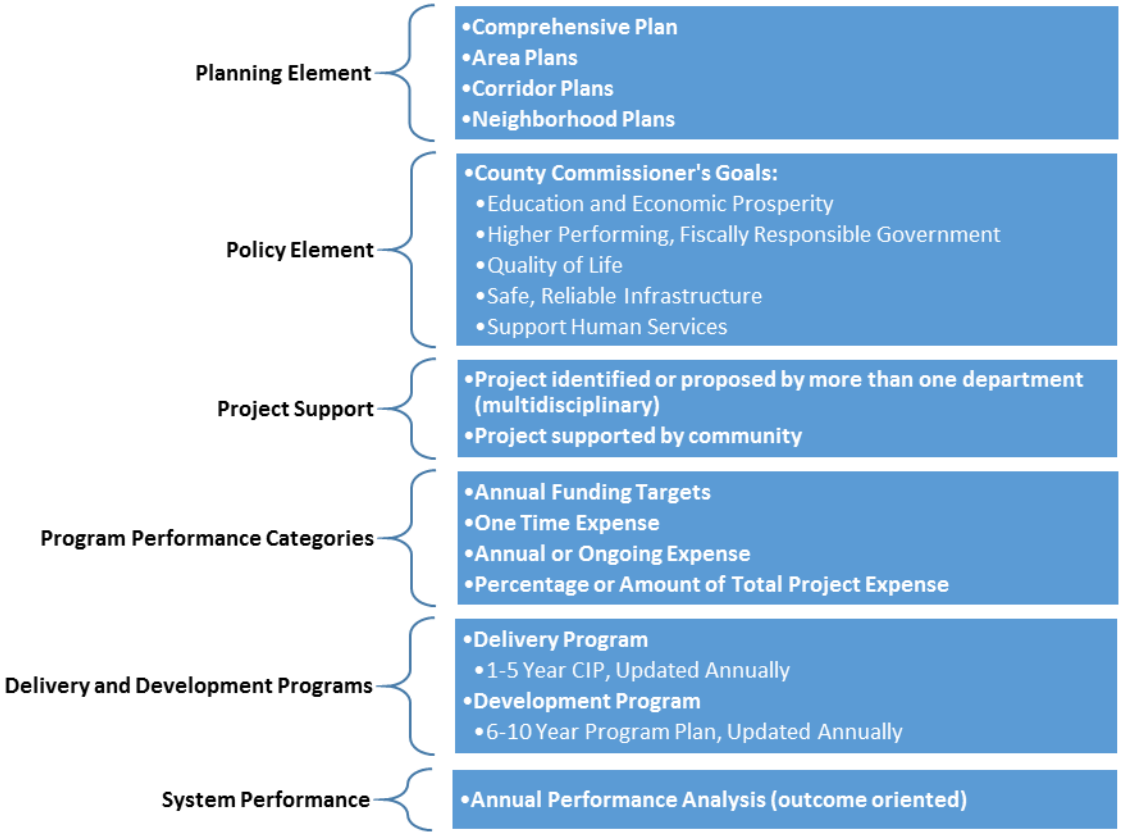
4.1.2 Plans to Projects Program (P2P)

The Making Connections Plan process identified an opportunity to better align long-range planning and capital improvements programming (CIP). In some instances, public input opportunities have come later in the capital improvement stages than is desirable. In other instances, projects and needs have been identified by the public in the planning processes but do not rise to the capital improvement funding and implementation stage. The Making Connections Plan TAC has recommended that Adams County implement a more defensible CIP process thereby improving the linkage from planning to project development. The P2P Program will create an internal process where long-range planning results in programmatic decision-making, including the relationship to the development review process and CIP evaluation process (scope, funding, timelines, and expenditures). P2P will become a formal project evaluation process to improve this linkage. P2P is used to establish a logical, well-documented, and defensible means of selecting and prioritizing projects for the CIP. The most important questions to ask in this process are:

- How do projects move through the process, from planning to programming?
- Are projects ranked? If so, how?

Provided within this section is a draft structure of a P2P Program for Adams County. This draft program should be reviewed and discussed with the various departments within Adams County to ensure an effective project delivery program. Figure 4-1 illustrates the major components of the P2P program. Each of these major components are described below.

ConsultantsFigure 4-0: P2P Process



Planning Element: Through the Office of Long Range Strategic Planning, Adams County consistently identifies trends and changes within the various study areas to prepare for changes associated with the built environment. This is a coordinated, ongoing process addressing targeted areas within the County that ultimately are integrated into an updated Comprehensive Plan and informed decision-making. The first step in the project evaluation process is a determination of if the project was previously identified in the Adams County Comprehensive Plan or an Adams County planning document. *A project should receive one point if the project evolved from the Comprehensive Plan or other Adams County planning document.*

Policy Element: The Adams County BOCC has established goals that should be a part of the project evaluation criteria. The second step in the project evaluation process is a determination of if the project accomplishes any of the five BOCC's goals including: education and economic prosperity; higher performing, fiscally responsible government; quality of life; safe, reliable infrastructure; and support human services. Important to this project evaluation process are issues related to equity, affordable housing, and access to parks, schools, grocery stores, and medical facilities. *Each project should receive one point for each of the verified goals, with up to a total of five points possible per project*.

Project Support: Establishing and documenting project support and project advocates is an important step in the project evaluation process. This includes both internal support where departments or agencies collaborate to address a shared goal and external project support from the community. *Projects can receive one point if the project is supported by more than one department or agency that supports the project, for a maximum of four points possible. Additionally, projects should receive an additional point if there is documented public support for the project*.

Program Performance Categories: Program performance and funding allocations are important in determining project readiness. This activity includes documenting the annual funding targets per department and determining funding allocations for projects. Information that should be included in this documentation, include: if a project involves a one-time expense or if there is an annual expense; if ongoing operation and maintenance expenses should be budgeted; or if only a percentage of the project is being paid for by Adams County with matching funds coming from a variety of sources. *Projects should receive one point for shared, matched or grant funded projects*.

Delivery and Development Programs: A 10-year work plan, including a *project development program* and a *project delivery program*, effectively links County plans to implementation. The *project development program* includes projects that are not immediate near-term action items and provides a pipeline and predictability for capital improvements that address system performance measures. The *project development program* involves a three-part process of confirming the funding allocations, establishing funding forecasts for years 6 through 10, and identifying performance target. When the projects reach the point in which delivery timelines can be predicted and managed, the project advances to a *project delivery program* for design, construction and implementation. The *project delivery program* represents a committed work program providing a basis by which Adams County can hold itself accountable for delivering and, therefore, should include costs and schedules for each project. The *Development and Delivery Programs* should be updated annually. A project should be scored based on "readiness" factors, including at what stage of planning, design, or land acquisition it is in the project development process. *Projects should receive two points if in the permitting or design phase and should receive one point if in the conceptual phase of project development*.

System Performance: The *system performance* component involves an annual performance assessment designed to track and report project performance. This is the process in which Adams County can "celebrate" its successes. The assessment also informs the next long-range planning effort, including updating the cycle of performance goals, strategies, and objectives. Outcome-oriented performance measures allow agencies to track how improvements have created positive change. Some examples include: miles of sidewalk constructed, numbers of pedestrian lights installed, reduced crash/safety occurrences, number of affordable housing units developed, acres of park improved, change in sales tax generated, and change in property values. *Projects should receive one point for every established performance measure it aims to improve, with a maximum of four (4) points possible*.

4.1.3 Affordable Housing Policy

Identified as a high-priority during the development of the Making Connections Plan was a need to create a comprehensive affordable housing policy for Adams County. The policy should begin by focusing within one-mile of an RTD FasTracks rail station (also identified as Pedestrian Activity Centers in *Imagine Adams County*) and primary bus routes. The policy should be expanded to the larger Making Connections Plan study area and overall County after a baseline policy has been established and, perhaps, a pilot project or two are completed. The pilot projects would then inform any calibration of the policy for specific geographic areas prior to County-wide application. Several of the items outlined herein were also identified in the *2009 Balanced Housing Plan* (currently being updated). The creation of a comprehensive policy should be organized into the following elements: Background/Baseline, Regulatory, Financing, and Partnerships. Additional information about what should be considered in each of these four elements is provided in Table 4-3. The list here is not meant to be comprehensive, but rather a start when compiling a Scope of Services and budgeting funding for the creation of the policy. The policy should comply with all Federal guidelines where Federal funding is solicited and utilized.

Table 4-3: Affordable Housing Policy Elements and Considerations

Affordable Housing Policy Elements	Considerations
Background/Baseline	• Update the *2009 Balanced Housing Study* (underway-to be completed in 2016) as a pre-cursor to creating a comprehensive policy and action steps. • Review specific components of the 2009 plan. • Complete any further socio-economic/market trend research that may not be covered in *2009 Balanced Housing Study* update to provide necessary baseline information to inform an affordable housing policy. • Create an inventory of existing affordable and workforce housing stock using Geographic Information Systems (GIS) platform to be compatible with the existing Adams County GIS system/database. Begin with the Making Connections Plan study area. Consider mapping tiers of area median income (AMI). <=40% AMI, 41-60% AMI, and 61-80% AMI. • Create GIS mapped inventory of Adams County Housing Authority and other non-profit (e.g. Mercy Housing) residential locations, price points, size of units, number of units, etc.

Affordable Housing Policy Elements	Considerations

Regulatory	• Make sure affordable housing is addressed in the Comprehensive Plan, updated land use map, and category language, as necessary.
	• Review options for enhanced efficiency in the development review and permitting processes. For example:
	  ○ Add provisions for staff waivers (administrative review) for minor adjustments of use, density, and dimensional standards for workforce and affordable housing projects;
	  ○ Remove or reduce dimensional standards that restrict affordable housing (e.g., lot widths, large minimum lot sizes); and
	  ○ Reduce, offset, or waive development impact fees based on the percentage of affordable units.
	• Assure reduction in parking requirements.
	• Consider language on preservation of existing affordable housing, such as replacement clauses.
	• Consider how the current national phenomena of multi-generational living and the rise of the *Sharing Economy* may result in regulatory modifications to allowing for multiple housing units per lot, co-housing concepts, accessory dwelling units (ADUs), and/or higher numbers of unrelated people living in one household. For example:
	  ○ The Housing Authority or a housing trust may provide financial off-sets to the development community to build ADUs with deed restrictions. Deed restrictions would only allow for income limits (or section 8 vouchers) to be used on either the principal or accessory dwelling unit (some flexibility to allow for different family sizes). The subsidy would make building the ADU enticing to the developer.
	• Additional zoning updates:
	  ○ Allow smaller lots within urban development patterns.
	  ○ Create mixed-use zone districts.
	  ○ Update zoning to provide for final affordable housing policy provisions as necessary.
	  ○ Require a variety of unit sizes in multi-family developments.
	  ○ Update landscape standards to include Low Impact Design, which is more cost effective in the long term.
	  ○ Allow manufactured and modular construction in larger geographic areas.
	  ○ Consider affordable units and/or ADUs as bonus density units in key areas.
	• If Design Standards are created in addition to Zoning, assure there are "Guidelines" and "Standards" to allow enough flexibility for developers. However, appropriate underlying zoning should not eliminate the need for Design Standards altogether.

Financing	• Establish a housing trust fund to provide debt/equity towards affordable housing projects. • Provide a low interest/interest only loans (program with local bank partners). • Pursue grants and create an affordable housing revolving fund. • Establish a County Land Trust to focus on the development of affordable housing. • Enable the County to share on public street improvements adjacent to affordable housing. • Consider preservation of existing units funding. • Research different options of in-lieu of fee, linkage fee, and other innovative fees. • Explore special use taxes for affordable housing. • Explore income-based down payment assistance programs (i.e., County funds to supplement funding from Community Development Block Grant (CDBG) Home Investment Partnership Program (HOME)) for first-time homebuyers (would include financial literacy and home maintenance education). • Explore creative financing, including but not limited to a County Loan Guarantee • Explore an innovative program whereby ADUs may be built in new, market rate developments with developer incentives and then subject to income restrictions; models where the ADU and the principal structure may be income restricted may be explored • Explore innovative strategies and developer incentives for homeownership programs for low and moderate income residents.

Affordable Housing Policy Elements	Considerations
Partnerships	• Advocate for statutory change at the state level to allow counties to create inclusionary housing policies. • Identify preservation priorities. What current affordable housing—either the existing units and/or locations—is a priority for retention/redevelopment as affordable. Work with current owners to identify a site specific partnership plan to retain/preserve the stock and/or sites. • Consider use of County-owned property for development of affordable housing: donated; long-term; no-to-low cost; land lease; or sold at discounted rate. • Explore a County-owned site which may offer temporary assistance for mobile home park closures and a potential affordable housing site to assist mobile home owners. This concept may include management or sire development by the Adams County Housing Authority and may be better studied during the Balanced Housing Plan update. • Reduce/waive permit fees and Annual Inspection Fees. • Consider infrastructure partnerships to reduce cost-per-unit associated with affordable housing, such as: reduced tap fees, use of regional or off-site stormwater detention, and use of grey water for irrigation/site use. • Work with current owners of single-family, detached affordable rentals to enable either County/Housing Authority to purchase or create an option for tenant to purchase rather than putting the property on the open market. • Utilize CDBG as feasible for neighborhood infrastructure • Incentivize landlords to accept Housing Choice Vouchers.

4.1.4 Sidewalk Program

Prior to this planning process, an Americans with Disabilities Act (ADA) Transition Plan was developed to help the County better understand where ADA issues were present within the County roadway network. Adams County Transportation Department has identified an annual budget dollar amount for 10 years (to start) to implement the approved County ADA Transition Plan within the Making Connection Plan study area. During the Making Connections Plan planning process, an Active Travel Propensity Model was developed (reference Chapter 2) as well as a Sidewalk Gap Analysis (Figure 4-2). These two activities provided information regarding the extent and magnitude of sidewalk gaps within the study area, including 133 miles of roadway with sidewalk present on both sides of the street, 17 miles of roadway with sidewalk present on one side of the street, and 74 miles of roadway with no sidewalk on either side of the street. From this review, budgeting for a sidewalk gap infill program would total approximately $31,680,000 figuring sidewalk infill at approximate $192,000 per linear mile for a 5.5’ sidewalk, which would provide sidewalk on both sides of every street within the Study Area. However, this cost calculation does not include budgeting for ADA improvements in which the County’s Transportation Department estimates will be budgeted at approximately $900,000 to $1,000,000 per year.

Given the large scope of work required to address ADA challenges and execute a sidewalk gap infill program, a priority recommendation of this planning study is to establish a sidewalk gap program for the unincorporated areas of Southwest Adams County. Figure 4-3 and the text that follows provides an overview of the recommended multi-step process used to analyze an existing sidewalk inventory in order to create a prioritization of needed sidewalk improvements or infill projects.

Figure 4-1: Sidewalk Gap Assessment

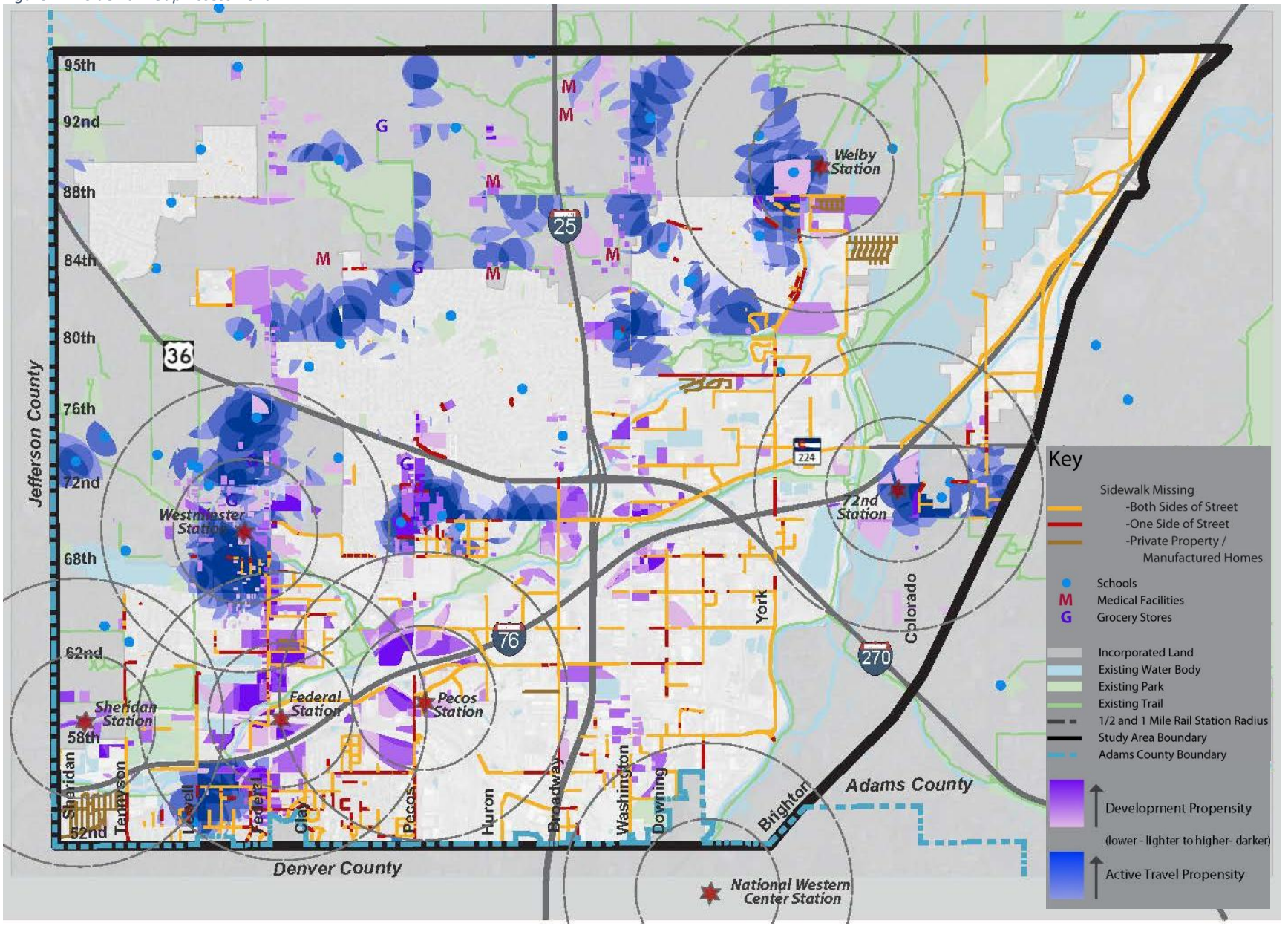
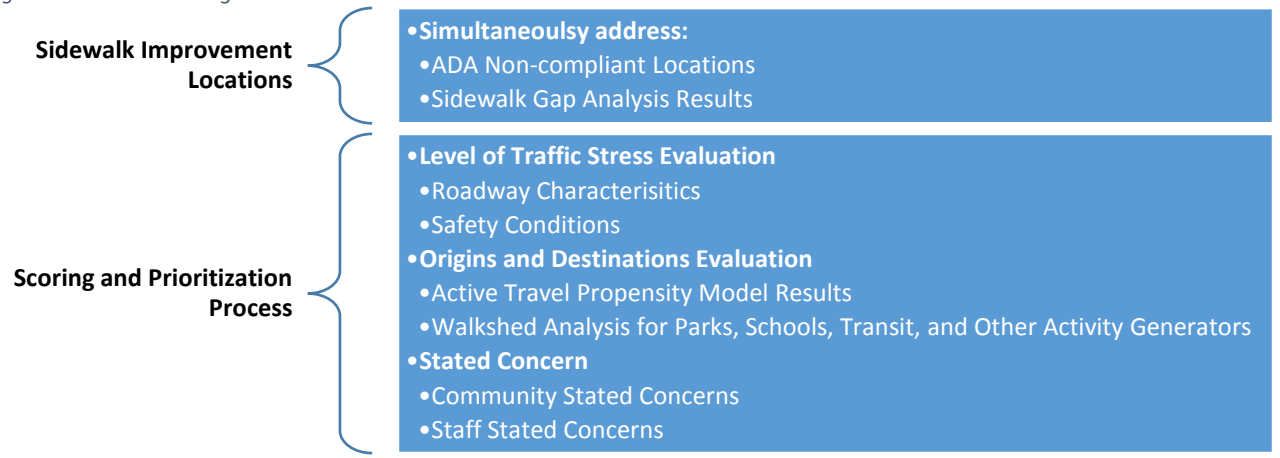


Figure 4-3: Sidewalk Program Prioritization Process



Sidewalk Improvement Locations: The first step in developing a Sidewalk Program is to conduct a quantitative analysis of the existing built environment to determine where sidewalks exist and where no sidewalks are present. This step has been completed as part of this planning process. The previously referenced Figure 4-2 illustrates these results which were compiled as a GIS file for further use by the County. At the time of this report, known ADA compliance issues had not been mapped; however, the recommendation of this plan is to simultaneously address sidewalk gap issues while addressing ADA compliance issues; therefore, an important step in the Sidewalk Program would be to merge the sidewalk gap data with ADA compliance issues locations.

Scoring and Prioritization Process: After locating the gaps and ADA challenges, the next step is to combine the analysis of existing roadway characteristics, safety conditions, and land uses that create demand for sidewalks with the public input ultimately to develop a list of factors that will be incorporated into the prioritization process. The previously mentioned Active Travel Propensity Model provides a map of the locations most likely to draw pedestrians, bicyclists, and transit users. This map can provide a starting point for this exercise. Additionally, level–of–traffic–stress evaluation, using roadway characteristics and safety conditions, should further illustrate implementation priorities. Specific public input related to pedestrian infrastructure could be collected via public meetings or surveys to identify unique or specific issues, as well as, to determine whether or not the analysis has adequately addressed goals and concerns of the citizens. The factors developed from the level-of-traffic-stress evaluation and public input are then used to build a Sidewalk Priority Matrix. An example of what that matrix might look like is shown in Table 4-4. The various Priority Factors for this evaluation are broken down by a scoring criteria which generates a score for each factor on each segment of roadway. The individual scores for each Priority Factor are combined to derive a Priority Score – Lower or Higher – for each segment of roadway. The data from the Sidewalk Priority Matrix is geo-referenced to street segments in GIS to produce a color coded ranking that correlates to each street, indicating highest to lowest priority for implementation.

Table 4-4: Example Scoring for Sidewalk Priority Matrix

Sidewalk Priority Matrix				
Sidewalk Priority Factors	**Scoring**			
	Higher Priority		Lower Priority	
Functional Classification	Arterial	Principal Col.	Secondary Col.	Local
	15	10	5	0
Speed	40	30-35	25	
	10	5	0	
Sidewalk Presence	NO Presence	Present on ONE Side	Present on BOTH Sides	
	5	2	0	
Sidewalk Condition	CRITICAL	POOR	FAIR	EXCELLENT
	3	2	1	0
Above Average Total Crash Rate	YES		NO	
	5		0	
Above Average Serious Injury/Fatal Crashes	YES		NO	
	5		0	
Above Average Pedestrian-Involved or Bicycle-Involved Crashes	YES		NO	
	10		0	
Proximity to Park and Schools (Within 1/4 Mile)	YES		NO	
	5		0	
Proximity to Transit (Within 1/4 Mile)	YES		NO	
	5		0	
Activity Generators (Commercial, Institutional, Multi-Family Residential)	YES		NO	
	5		0	
Community Stated Concerns/Prioritization	YES		NO	
	10		0	
Analysis of Growth Trends/Other Data Factors	TBD		TBD	
	10		0	

4.1.5 Complete Streets Policy and Standards

A key recommendation arising from this planning effort is a need to develop a variety of street types that accommodate people that walk, bike, use transit, and drive. Designs may vary in urbanized versus rural parts of the county. Sustaining a system of "Complete Streets" will provide a safe transportation system for all users regardless of age or ability. Making a community safe to walk, bicycle, and use transit fosters improved health, encourages community interaction, promotes sustainability, and portrays environmental stewardship. As communities grow, Complete Streets enhance opportunities for transit use and diversify mobility options for all travelers. However, Complete Streets cannot always be achieved on every street. Certain factors, such as available right-of-way, terrain, and land use/development context, can limit modification of a street to accommodate all modes of travel. The overall goal is to provide an elaborate network of streets that provide regional mobility for all modes of travel. In essence, ***not every street needs to be "complete," but every mode needs a complete network***. New street cross-sections are the primary goal of this effort and once designated should inform the network for each mode.

Complete Streets Policy

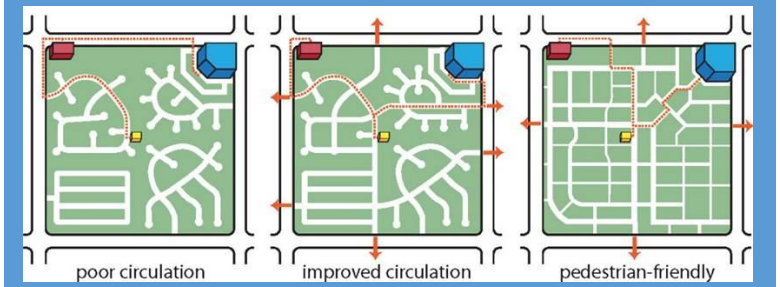
A Complete Streets Policy is used to direct transportation planners and engineers to routinely implement street designs that promote safe access for all users, regardless of age, ability, or mode of travel. A Complete Streets Policy is put in place to drive the intentions of the community during creation of both publicly-paid and privately-paid infrastructure. This policy typically focuses on Arterial and Collector roadways, while utilizing other tools like subdivision regulations that can subsequently provide required accommodations on Local and Minor Collector roadways. Related to this, the County should review the subdivision regulations at the time of drafting the Complete Streets Policy to determine if the subdivision regulations are appropriately accommodating for non-motorized users. For example, most communities require sidewalk construction at the time of new development; however, some communities are also requiring developers to construct bus stop shelter pad sites, or improve the street connectivity ratio in site planning efforts (see box at right). It is the recommendation of the Making Connections Plan that the existing subdivision regulations be examined and possibly updated for the enforceability of this concept.

Adopting a Complete Streets Policy will establish a vision for incremental implementation of a Complete Streets network in the County's project development and delivery procedures. Ultimately, a successful policy will provide guidance in decision-

STREET CONNECTIVITY RATIO

Connectivity within and between neighborhoods is important in encouraging pedestrian and bicycle travel as well as reducing reliance on arterial roadways for vehicular trips. This means laying out streets within and between neighborhoods that would provide a direct route of travel between origin and destination. This point involves the ongoing execution of subdivision regulations. Many communities utilize subdivision regulations as a tool that require master developers to plan and construct roads within their development. Too often subdivision regulations do not emphasize the significance of creating an internal transportation system that would allow people to easily navigate from nearby commercial or institutional areas to their home. Figure 4-4 illustrates this point. A typical suburban subdivision pattern with many cul-de-sacs and loop streets create long circuitous routes of travel. An improved condition would create internal Minor Collector streets that connect neighborhood to neighborhood. The recommended conditions would be to provide a grid street pattern which allows for many access points and alternative routes while also shortening the travel distance to or from a nearby destination.

Figure 4-2: Neighborhood Connectivity



making, develop staff and commissioner support, and measure results through performance criteria. The *National Complete Streets Coalition* authored a report that examined successful Complete Streets Policies across the nation and provides guidance in the development of complete streets policies. Table 4-5 summarizes these policy considerations, and Table 4-6 summarizes the various policy components. This policy guidance can be used to draft components of a Complete Streets Policy, and code revisions including amended and new complete streets cross-sections. The recommendation derived through this study is that Adams County work on drafting and adopting a Complete Streets Policy, based on a collaborative process involving various County departments as well as support from the Planning and Zoning Commission. Two resources are available from *Smart Growth America* to assist in drafting the Complete Street Policy, including: the *Complete Streets Local Policy Workbook,* which identifies ten essential components of good policies; and *The Best Complete Streets Policies of 2015* which will allow the County to review policy examples developed and adopted by peer agencies.

Table 4-5: Complete Street Policy Considerations

Policy Consideration	Guidance
Dictate Intentions	Indicate that the policy is intended to address both publicly-paid and privately-paid (i.e., developer paid) infrastructure.
Targeted Infrastructure	Focus on arterial and collector roadways, particularly on factors related to safety, barriers, and activity generators.
Utilize Existing Tools	Utilize and improve subdivision regulations for ongoing implementation of minor collector and local roadways.
Determine Policy Components	References recommended policy components in Table 4-6 on pages 41 through 42 of this Chapter.
Determine Other Priorities	Other priorities may include economic development, activity generators, connections, character areas, gateways, and comprehensive/strategic goals.
Establish Exceptions	All Complete Street Policies should indicate when exceptions are allowed. Exceptions may include prohibited traffic/mode type, creation of unsafe conditions, emergency declarations, general maintenance activities, impact on right-of-way, or impact on natural resources. It is highly recommended to not include “absence of need” language in the allowed exceptions.
Determine Exception Approval Process	Any established exceptions will need to be approved during the project review process. Some communities have indicated the exception may only be approved by the Department Director, Planning Commission, or County Commissioners.

Table 4-6: Complete Street Policy Components

Policy Component	Guidance
Vision	Include a vision for how and why the community wants to create a Complete Streets Network.
Users	Specify that “all users” includes pedestrians, bicyclists, and transit passengers of all ages and abilities, as well as the operation of motorized vehicles and transit-vehicles.
Connectivity	Encourage street connectivity and aim to create a comprehensive, integrated, and connected network for all travel modes.
Adoptable	Create a policy that is adoptable by all relevant agencies to cover all roads.

Policy Component	Guidance
Project Types	Create a policy that applies to both new, reconstruction, and retrofit projects, including design, planning, maintenance, and operations, for the entire right-of-way.
Exceptions	Make any exceptions specific and set a clear procedure that requires high-level approval of exceptions.
Standards and Flexibility	Direct planners, designers, and engineers to use the latest and best design standards while recognizing the need for flexibility in balancing user needs.
Community Context	Direct that complete streets solutions will complement the context of the community.
Performance Standards	Establish performance standards with measurable outcomes (inventory measures v. outcome measures).
Implementation	Include specific next steps for implementing the policy.

Complete Streets Standards

In addition to developing a Complete Streets Policy, the County should work to establish ideal Complete Street cross-sections standard for a variety of development contexts. The TAC recommends for the Making Connections Plan study area the creation of urban roadway design standards that promote mixed-traffic activity and identify modal priorities by street type and character of development.

Figure 4-4 and Table 4-7 provide an example of how to develop standard cross-sections for a Complete Streets network. As illustrated in Figure 4-5, a standard roadway is divided into three parts: the travel way (including vehicles and on-street bikes), the pedestrian realm (including pedestrians, off-street bikes, and other mobility-assistance devices), and the development realm (including the adjacent land use characteristics). Table 4-7 indicates how the County might consider establishing modal priorities for a variety of development contexts. This table is meant to provide an example and does not establish a preferred direction resulting from this planning study. It indicates that more urban development contexts require a higher priority be placed on alternative modes of transportation (i.e., pedestrians, bicyclists, and transit operations and facilities); conversely, more rural development contexts typically entail a higher priority be placed on traditional vehicular traffic, but allow for sufficient ROW to allow future improvements as the area becomes more urbanized.

Figure 4-3: Component Parts of a Street

Table 4-7: Example Mode of Travel Priority by Development Context

Development Context	Mode of Travel Priority				
	1	2	3	4	5
Urban Commercial/Mixed Use	Walk	Transit	Bicycle	Automobile	Freight
Urban Industrial	Freight	Automobile	Transit	Walk	Bicycle
Urban Residential	Walk	Bicycle	Automobile	Transit	Freight
Urban Single Use	Bicycle	Automobile	Walk	Transit	Freight
Suburban Commercial	Automobile	Transit	Walk	Bicycle	Freight
Suburban Industrial	Freight	Automobile	Transit	Walk	Bicycle
Suburban Residential	Walk	Automobile	Bicycle	Transit	Freight
Suburban Mixed Use	Walk	Bicycle	Transit	Automobile	Freight
Suburban Single Use	Bicycle	Automobile	Walk	Transit	Freight
Rural Residential/Agricultural	Automobile	Bicycle	Walk	Transit	Freight
Rural Village	Walk	Automobile	Bicycle	Transit	Freight

Additional Considerations: Maintenance and Low-Impact Design (LID) Solutions

Maintenance of Complete Streets is always a challenge for jurisdictions that do not typically build these types of roadways. There has been some discussion within the TAC that an additional allocation of funds may be needed for increased maintenance costs; however, the degree of increased maintenance costs would need to be determined in the creation of the complete street cross-section standards.

Additionally, TAC members expressed interest in establishing Low-Impact Design (LID) Solutions for roadway cross-sections and the possibility of a future LID pilot project that may provide: an integrated system of stormwater management within the right-of-way; aesthetic enhancements; improved air quality by intercepting airborne particulates and providing shade for cooling; enhanced economic development; and improved pedestrian and/or bicyclist experience. In order to accomplish these LID goals, LID solutions for County roadways can include numerous possible solution sets. Potential solution sets for the Making Connections Plan study area may include:

- Alternative street designs (i.e., narrowed roadways) to constrain traffic flow, making it easier and safer for pedestrian movements;
- Swales to aid in directing stomwater flow;
- Bioretention curb and sidewalk planters to aid in removing contaminants and sedimentation from stormwater runoff;
- Permeable pavement to aid infiltration of stormwater to underground aquifers; and
- Sidewalk trees and tree boxes to improve the ambient environment of pedestrians.

In addition to identifying a pilot project for LID roadway improvements, it is recommended that LID solutions be considered during the development review process and review of zoning and subdivision regulations. Often times, conventional zoning regulations are inflexible and restrict development options for LID in the site planning phase of a project. Adams County may consider adoption of environmentally-sensitive and flexible zoning options that encourage the use of LID Solutions. Similar agencies across the country have leveraged alternative zoning options, including overlay districts, performance zoning, incentive zoning, impervious overlay zoning, and watershed-based zoning, to allow for innovative LID techniques.

Photo 4-1: Permeable Pavers used in Parking LotPhoto 4-3: Permeable Pavers

Source: Geosyntec

Photo 4-2: Bioretention Example along a StreetPhoto 4-1: Bioretention Example

Source:

Photo 4-3: Rock-Lined Swale with Curb Cuts

Source: University of Nevada

Photo 4-4: Two Adjacent Tree Boxes on a Residential Street

Source: Filterra

Additional Considerations: Crime Prevention through Environmental Design (CPTED)

Crime Prevention through Environmental Design (CPTED) is a multi-disciplinary approach to reducing crime by deterring criminal behavior through design and planning. CPTED techniques are dependent on discouraging offenders from committing crimes by increasing risk of getting caught by manipulating the built, social and, administrate environments appropriately. The overarching theory is that the proper design and use of the built environment can decrease crime, reduce fear, and improve the quality of life. Applying the following six core concepts is essential when trying to prevent crime in any neighborhood, crime ridden or not:

- Territoriality;
- Surveillance;
- Access control;
- Image/maintenance;
- Activity support; and
- Target hardening.

CPTED is recognized through the International CPTED Association (ICA) which is a global organization that works to promote CPTED. ICA supports local organizations, municipalities, practitioners, and communities to utilize CPTED principles to create safer communities. Adams County and other affiliated organizations will work with the ICA to ensure CPTED techniques are integrated into the design and implementation of the Making Connections Plan and the final Top 10 Projects.

Additional Considerations: Community-Based Safety

Staff will work with the Adams County Sheriff's Department to evaluate opportunities for Community Policing and other community-based safety and community promoting opportunities.

4.2 Geographic-specific Projects

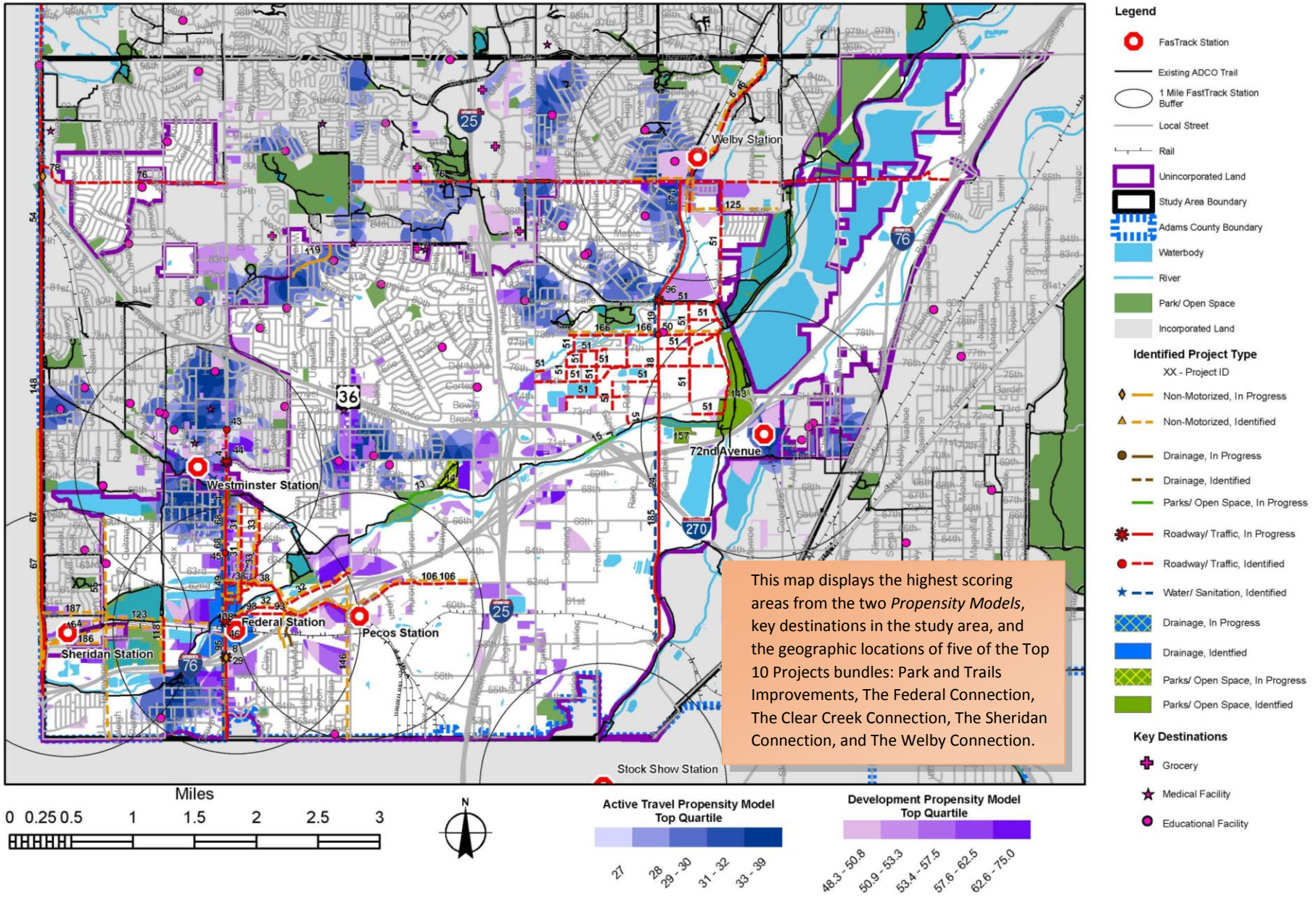
This section focuses on four spatial "connection" areas adjacent to FasTrack stations and a set of parks and trail improvements spanning across the entire Making Connections Plan study boundary. The five Geographic-specific projects include:

1. Parks & Trails Improvements;
2. The Federal Boulevard Connection;
3. The Clear Creek Connection;
4. The Sheridan Connection; and
5. The Welby Connection.

These project sites have been selected as part of the Top 10 Project list because of the great potential these geographical areas have to significantly influence private and public investment and services. However, these areas currently have inadequate access to transit stations and infrastructure for anticipated growth. Each of the five Geographic-specific Projects includes multiple improvements to address the needs pertinent to that specific area. The improvements include a bundling of several mobility, utility, and infrastructure projects to support future development and assure connectivity to/from transit stations in a local and regional context. Tables 4-8 through 4-12 provide a breakdown of the different components of each of the five Geographic-specific projects. The tables include a name/description of each project, involved agency(s), a planning-level cost estimate, and a correlated project number. The project number listed in the subsequent tables refers to the comprehensive project list compiled for this Study, which can be found in Appendix A.

Figure 4-6 illustrates the locations of all the different individual improvements that are part of each of the five Geographical-specific Projects. In addition, the projects' proximity to development (purple) and active travel (blue) propensity model results, key destinations (grocery stores, medical facilities, and educational facilities), and transit stations is clearly displayed on this figure.

Figure 4-5: Top 10 Projects



This map displays the highest scoring areas from the two *Propensity Models*, key destinations in the study area, and the geographic locations of five of the Top 10 Projects bundles: Park and Trails Improvements, The Federal Connection, The Clear Creek Connection, The Sheridan Connection, and The Welby Connection.

4.2.1 Park and Trail Improvements

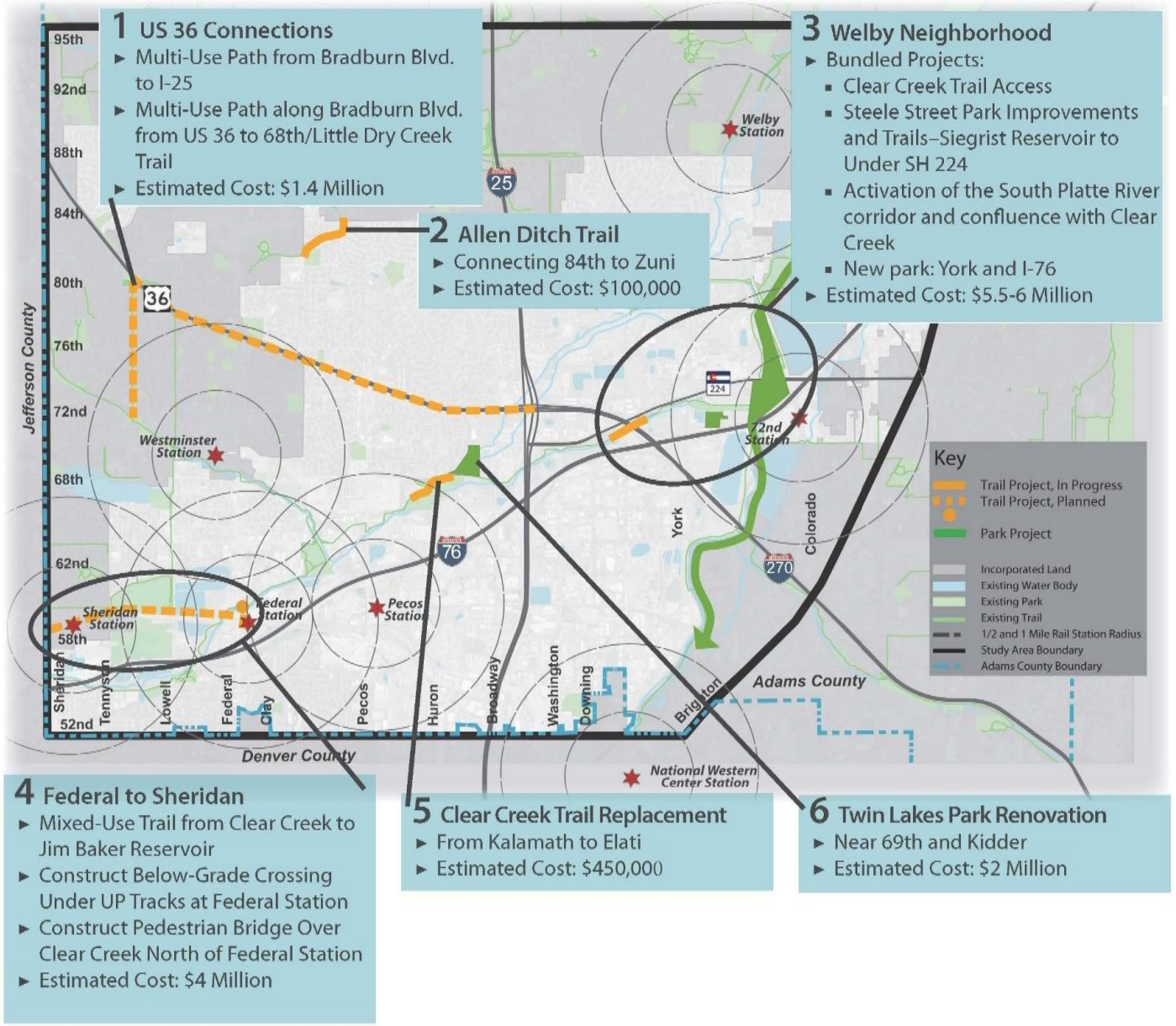
The Park and Trail Improvements bundle identifies a set of improvements to different county parks and trails to bring urban vitality by making open space available for active use and providing an effective regional network of multi-use paths for non-motorized travelers. Adams County Parks and Open Space Department will be the coordinating agency for these projects, working closely with Westminster, Arvada, and CDOT, and will utilize various resources including CDOT, GOCO, UDFCD, Colorado Parks & Wildlife, and Open Space Sales Tax Grant. In addition, the Adams County Sheriff's department will work with the different agencies to effectively integrate CPTED principles into the design of the various park and trial improvements. Table 4-8 provides a list of the identified projects for the Park and Trail Improvements bundle.

Table 4-8: Park and Trail Improvements High-Priority Projects

	Parks and Trails Improvements	Project Number	Lead Agency	Partner Agency(s)	Timeframe			Planning-Level Cost Estimate*	
					2017-2021	2022-2026	2027+	Project Cost Estimate Details	Project Cost Estimate
Brief Description: A set of improvements to different county parks and trails to bring urban vitality by making open space available for active use and providing an effective regional network of multi-use paths for non-motorized travelers.									
Components to the "Parks and Trails Improvement included here:									
1	U.S. 36 Connections								
	•U.S. 36 Multi-Use Path, Bradburn Boulevard to I-25	i71	CDOT	Adams County Parks & Open Space	x			3.3 miles of 12' wide multi-use path	$1,100,996
	•Bradburn Boulevard Non-Motorized/ Multi-Use Path Improvement, U.S. 36 to 68th Avenue/ Little Dry Creek Trail	i134	Westminster		x			1 mile of 12' wide multi-use path	$333,635
2	Allen Ditch Trail, Connecting 84th Avenue to Zuni Street	i119	Adams County Parks & Open Space	CDOT UDFCD	x			Cost estimate provided by Adams County Parks & Open Space	$100,000
3	Welby Neighborhood Area								
	•Clear Creek Trail Access– 5-yr CIP •Clear Creek Corridor Plan wayfinding and signage implementation	i15			x			Cost estimate provided by Adams County Parks & Open Space	$1,500,000 $25,000
	•Steele Street Park Renovations with trails through the Siegrist Reservoir connecting to the trail under SH224 •Activation of the South Platte River corridor and confluence with Clear Creek	i143			x				$2,000,000 – $2,500,000
	• York and I-76, New Park/Park Improvement	i157					x		$2,000,000
4	Federal Boulevard & Federal Station Area								
	•ADCO Multi-Use Trail Improvement/ Development, Clear Creek to Sheridan Boulevard Further review will need to take place to decide if multi-use trail is north or south of the railroad tacks	i123 or i164					x	Cost estimate provided by Adams County Parks & Open Space	$500,000
	•Construct below grade crossing under Union Pacific Railroad tracks for station accessibility	i110			x				$1,500,000
	•Construct pedestrian bridge over Clear Creek to improve connectivity between station and Clear Creek Trail	i170			x				$2,000,000
5	Clear Creek Trail Replacement – 5-yr. CIP	i13			x			Cost estimate provided by 2016 5 year Capital Improvement Plan	$450,000
6	Twin Lakes Park Renovation – 5-yr. CIP	i14			x			Cost estimate provided by 2016 5 year Capital Improvement Plan	$2,000,000
									Total Cost
									$13,509,631 - $14,009,631

**Reference Tables 9-1, 9-2, and 9-3 in Appendix C for detail on Planning-Level Cost Estimate factors*

Figure 4-6: Parks & Trails Improvements Map



4.2.2 The Federal Connection

The Federal Connection projects primarily focus on phased improvements for 2.25 miles of Federal Boulevard in unincorporated Southwest Adams County. This includes Federal Boulevard (also known as US 287/SH 128) from 52nd Avenue on the south (border with Denver) to nearly 72nd Avenue on the north (border with Westminster), and approximately one quarter mile on either side of Federal Boulevard. A major project in the Federal Connection planning area includes a 3.8-mile Planning and Environmental Linkage (PEL) study from I-70 to 84th Avenue (the new St. Anthony's North Campus in Westminster). This PEL study requires multi-jurisdictional cooperation with Denver and Westminster from I-70 to 84th Avenue. Federal Boulevard is a primary north-south connection through Southwest Adams County. This corridor also connects two impending rail stations—the Westminster Station on the W Line at 72nd and Hooker Street one block west of Federal Boulevard in Westminster, and the Clear Creek at Federal (60th/Federal) Station on the G Line in unincorporated Southwest Adams County. The Clear Creek/Federal Station is three stops out from the Denver Metro Area Union Station multimodal transit hub in Downtown Denver. The Westminster station is one stop from Union Station. Federal Boulevard here has a full movement interchange with I-76, I -70, and U.S. 36. Clear Creek is a primary asset that also crosses the corridor at approximately the 60th Street alignment. It is 600 feet from the Clear Creek at Federal station platform.

Federal Boulevard is Southwest Adams County's front door; it needs to be treated as such. The Federal Connection is one of the most important geographic areas of the four listed in the Top 10 Projects to begin concerted and comprehensive efforts. The Federal Boulevard corridor currently lacks adequate non-motorized infrastructure, which is not only necessary to serve existing neighborhoods and businesses, but also to all provide critical connections to/from the impending commuter rail stations.

The Federal Connection area has had at least 13 specific infrastructure recommendations from various previous studies and plans, including the recent *Federal Boulevard Framework Pl*an and the *Federal Boulevard Health Impact Assessment*. The corridor was also recently the topic (one of four nationally) of an *Urban Land Institute (ULI) Healthy Places Panel*. Nearly all of the previously identified projects that made the Top 40 Projects list and ultimately the pool of projects known as "The Federal Connection" would become part of a proposed, comprehensive PEL study (taking into account the larger corridor from I-70 to 84th Avenue). The Federal Connection effort will be a true partnership between Adams County, and in close collaboration with CDOT. Additionally, the City of Westminster, City and County of Denver, various water and sanitation districts, and the Economic Development, and Parks and Open Space departments of Adams County will be heavily involved. A major investment along this corridor is the replacement and upgrade of the existing 12" waterline from 52nd to 70th Avenue. In discussions with Berkley and Crestview Water and Sanitation Districts, it was determined a 20" waterline would be needed to accommodate anticipated growth and development.

Provided in Table 4-9 is a listing of the identified projects for the Federal Connection area.

Table 4-9: The Federal Connection, High-Priority Projects

The Federal Connection	Project Number	Lead Agency	Partner Agency(s)	Timeframe			Planning-Level Cost Estimate*	
				2017- 2021	2022-2026	2027+	Project Cost Estimate Details	Project Cost Estimate
Brief Description: The Federal Connection refers to comprehensive improvements to Federal Boulevard from I-70 to US36. All of these previously identified projects would become part of a comprehensive PEL study effort and would be further examined through that process including more accurate cost estimates and project phasing.								
Components to the "Federal Connection" included here:								
1 Federal Boulevard Comprehensive Street Design (PEL)		Adams County - Partnership between Planning and Transportation	CDOT, City of Westminster, City and County of Denver, various water and sanitation districts, other departments of Adams County: Economic Development, Parks and Open Space					
•Comprehensive Street Design to include all items listed in this table. -Includes a BRT Study as part of PEL	i4, i68			x				$1,500,000 For PEL Study
•Sidewalk Gap Fill Project. Complete walkshed analysis.	i17							
•Intersection Improvements: 64th Avenue/Federal Boulevard, 70th Avenue/Federal Boulevard, 72nd Avenue/Federal Boulevard (Other intersection improvements may include 60th Avenue and/or 62nd Avenue as determined in the Clear Creek Connections)	i43, i44, i45,46							
•Little Dry Creek Federal Boulevard Bridge (under construction)	i1							
•I-76 and Federal Boulevard Ramp: Provide safe pedestrian crossing while preserving and enhancing the on/off-ramp	i29, i8							
•Proposed Elm Court, 61st to 67th Avenue (Multimodal alternative route to be evaluated)	i31							
•Proposed Clay St Extension, Federal Blvd to Little Dry Creek (Multimodal)	i33							
2 Federal Boulevard Waterline Improvements		Water and Sanitation District	Developer, Adams County					
•Waterline Replacement Federal, 52nd to 70th Avenue	i95				x		Cost Estimate provided by Adams County Long Range Planning through previous planning studies.	$10,000,000
•Improve Crestview area water capacity to accommodate new development, 60 to 64th Ave	i49							
3 Floodplain Improvements		UDFCD	Adams County					
•Parcels to be Removed from Floodplain in proposed Phase B Urban Drainage Master Plan. Improvements include channelization of Clear Creek, bridge replacement, maintenance trail, and improvements to two existing sanitary sewer lines.	i108				x		Cost Estimate of $11,368,373 was found from the UDFCD Major Drainage way Planning, Phase B Conceptual Preliminary Design for Clear Creek, Appendix E PP-21.	$11,368,373
								Total Cost
								$22,868,373

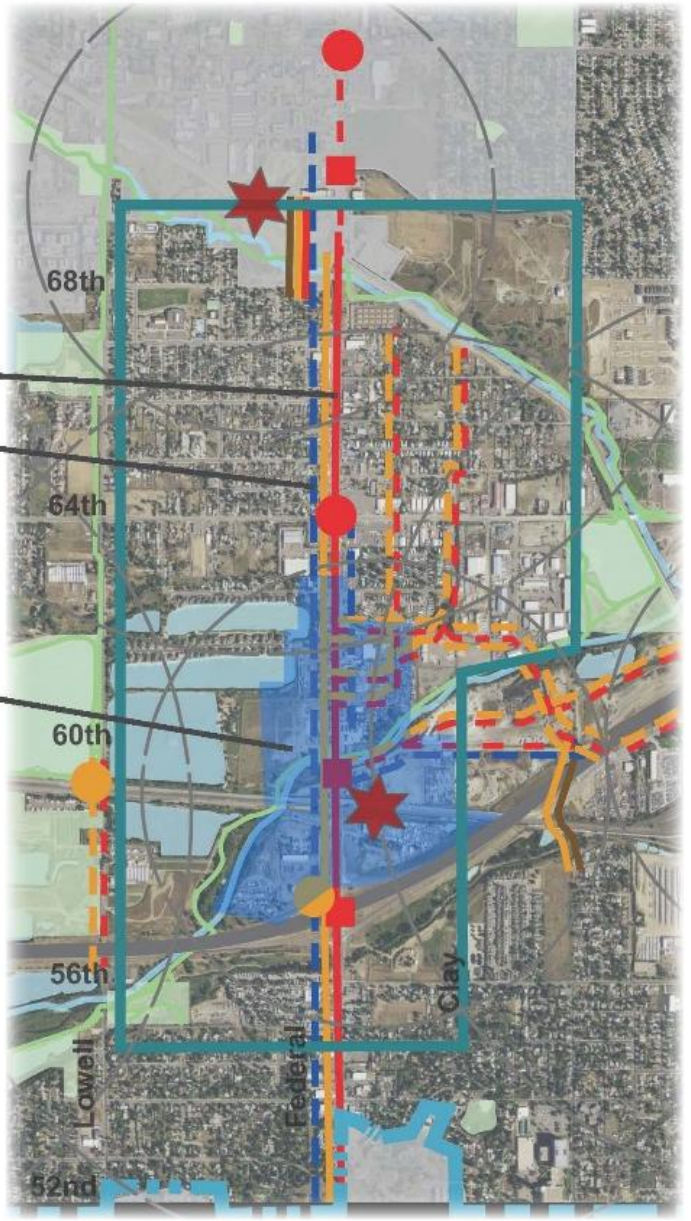
**Reference Tables 9-1, 9-2, and 9-3 in Appendix C for detail on Planning-Level Cost Estimate factors*

Figure 4-7: The Federal Connection Project Map

1 Federal Boulevard PEL
- Bundled Projects:
  - Comprehensive Street Design From 52nd to 88th
  - BRT Feasibility Study
  - Walkshed Analysis and Sidewalk Missing Link Installation
  - Intersection Improvements: 60th, 64th, 70th, 72nd
  - Federal Blvd. Little Dry Creek Bridge
  - I-76/Federal Ramp
  - Elm Ct. 61st to 67th
  - Clay St. Extension, Federal Blvd. to Little Dry Creek
- Estimated Cost: $1.5 Million for PEL Study

2 Federal Boulevard Waterline
- Bundled Projects:
  - Waterline Replacement: 52nd to 70th
  - Improve Crestview Area Water Capacity to Accommodate New Development, 52nd to 72nd
- Estimated Cost: $10 Million

3 Floodplain Improvements
- Parcels to be Removed from Floodplain in Phase B Urban Drainage Master Plan Improvements. Includes: Channelization of Clear Creek, Bridge Replacement, Maintenance Trail, and Improvements to Two Sanitary Sewer Lines.
- Estimated Cost: $11.4 Million



Key
- Non-Motorized Project, In Progress
- Non-Motorized Project, Identified
- Roadway/Traffic Project, In Progress
- Roadway/Traffic Project, Identified
- Roadway/Traffic Project, Possible
- Draingage Project, In Progress
- Draingage Project, Identified
- Water/Sanitation Project
- Drainage Project, In Progress
- Incorporated Land
- Existing Water Body
- Existing Park
- Existing Trail
- RTD Rail Transit Station
- 1/2 and 1 Mile Rail Station Radius
- Study Area Boundary
- Adams County Boundary

Federal Boulevard PEL Process

The Making Connections Plan recommends a comprehensive street design for Federal Boulevard. Federal Boulevard would be a true "complete street," providing safe accommodations for vehicular, pedestrian, bicycle, and transit users while considering the vision for future development along the corridor. The corridor vision is multimodal and would include, at a minimum, providing new bicycle infrastructure, filling sidewalk gaps along the corridor, improvements to pedestrian and bicycle roadway crossings, and improved transit stop facilities. Interagency coordination will be necessary to create a consistent corridor vision that spans from the City and County of Denver, through unincorporated Adams County, and continues into the City of Westminster. At the time of this report, Adams County has begun conversations with various government agencies including the City and County of Denver, City of Westminster, and Colorado Department of Transportation to begin a PEL process that would streamline the corridor design process but could take upwards of five years to reach full corridor design implementation. The Federal Boulevard PEL Study would likely include up to ½-mile on each side of the corridor and run from I-70 on the south end to 84th Avenue (past U.S. 36) on the north end. In that span, Federal Boulevard would cross three jurisdictions—the City and County of Denver, unincorporated Adams County, and the City of Westminster. The corridor has never been assessed comprehensively and in detail. This must be commenced immediately in order to address concerns in this key area of the County.

Beyond implementing a consistent corridor vision, some important factors to consider in the PEL process would be variations in right-of-way widths, safety concerns, utility conflicts and concerns, flooding and drainage concerns, and water and sanitation infrastructure improvements. These identified projects and issue areas were displayed earlier in this section. According to the *Federal Boulevard Framework Plan,* the corridor right-of-way varies between 73' and 221' between 52nd and 67th Avenues; furthermore, right-of-way has not been mapped for the remainder of the corridor. Therefore, a formal delineation of right-of-way along the corridor would be an important task in the PEL process. Additionally, coordination is needed with the various Water and Sanitation Districts, Urban Drainage and Flood Control District (UDFCD), and other utility providers to streamline and appropriately phase in their infrastructure improvements into the corridor design and construction process. Some of the known needs in the corridor relating to non-governmental agencies include the need for a new waterline across the Clear Creek bridge to serve planned development areas, as well as several parcels identified in the UDFCD Master Plan as proposed floodplain improvement areas. Lastly, undergrounding overhead utility lines was proposed in previous corridor and area plans.

Figure 4-9 is a "Complete Street" concept for Federal Boulevard. The suggested cross-section provides adequate sidewalks, amenity zones, a cycletrack on the east side of the street, and a consistent look and theme throughout the corridor. Noted in Figure 4-9 is a variable width for the median/left turn lane, the curb-to-curb width, and the right-of-way width. A second concept (Figure 4-10) using parallel routes for a bike system was identified in the *Federal Boulevard Framework Plan*. Of concern with Figure 4-10 is a proposed new roadway corridor (Elm Court), which could accommodate bicycle and pedestrian network gaps for 61st to 67th Avenue but not north or south of these streets. Of concern with this concept is the right-of-way acquisition and construction cost for a new road. Both of these options and others should be considered in the PEL process. A more detailed description of the PEL process is provided in Appendix B.

Figure 4-8: Example Cross Section for Federal Boulevard

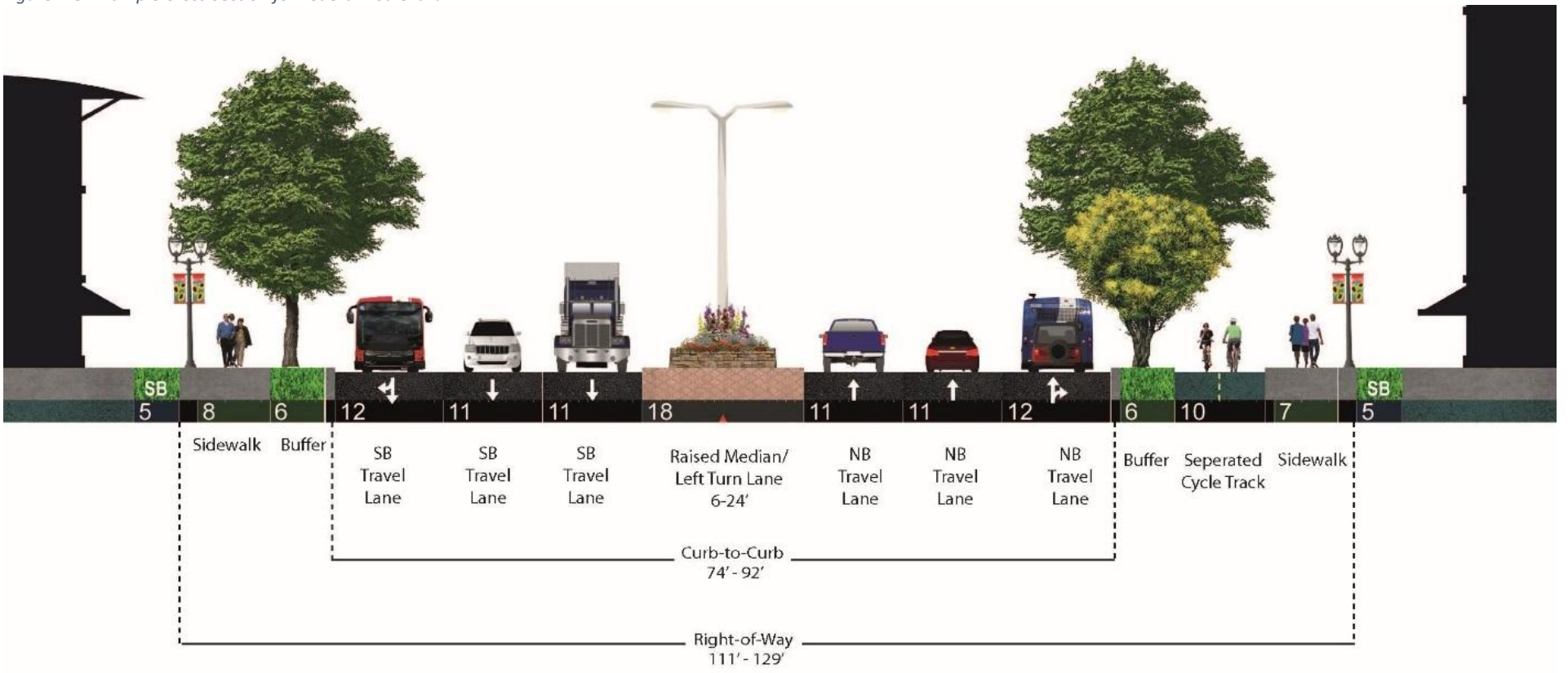
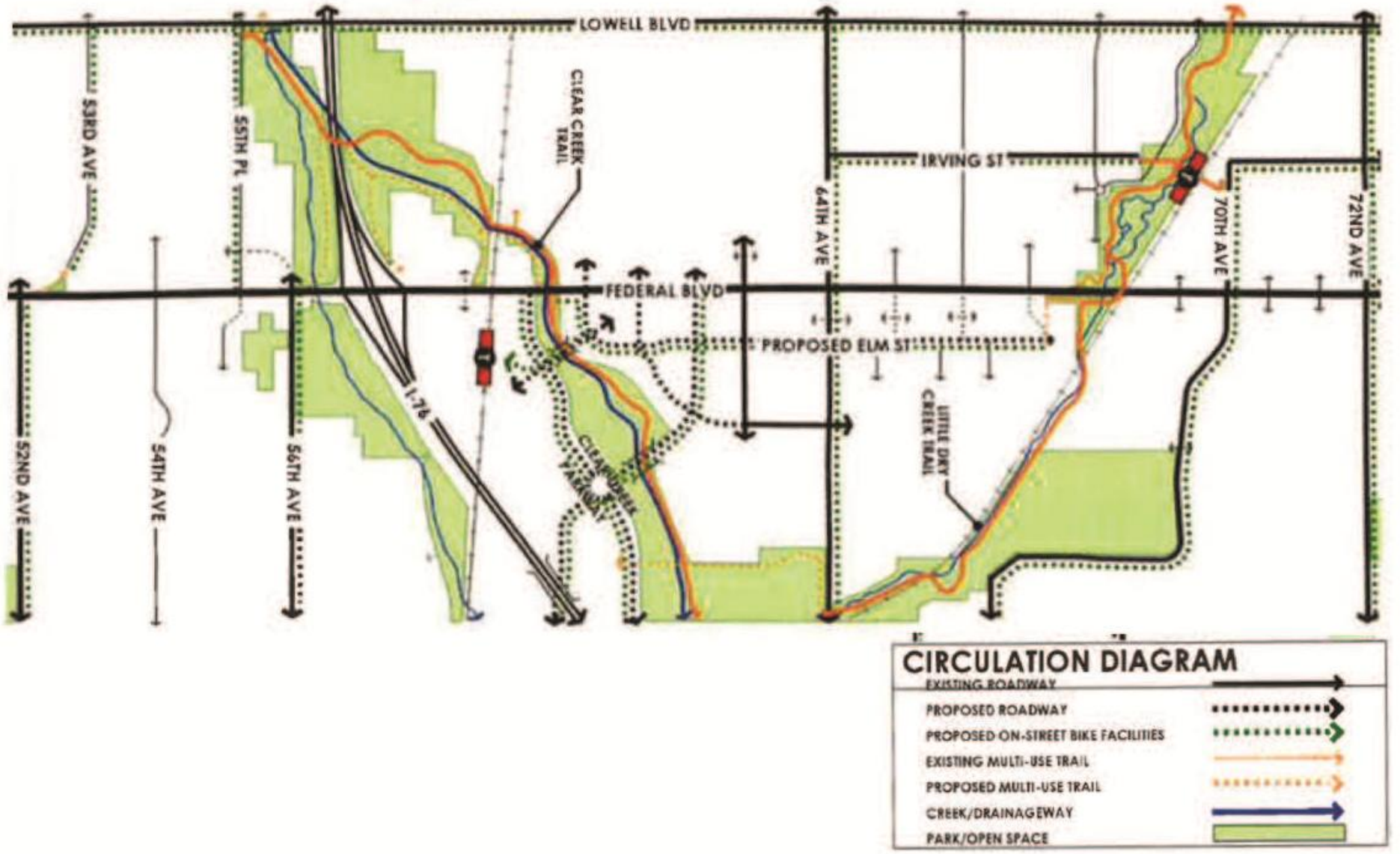


*Figure 4-9: Proposed Elm Court**



**Source: Federal Boulevard Framework Study*

4.2.3 The Clear Creek Connection

The Clear Creek Connection includes new multimodal streets, parks and trails, and general infrastructure improvements in the *Clear Creek TOD Plan* area along Clear Creek and between Federal Boulevard and Pecos Street, particularly connecting between the RTD G Line Clear Creek at Federal Station and the RTD G Line Pecos Station. This area currently lacks street connectivity. The *Clear Creek TOD Plan* completed in 2009 envisions substantial new development in this area. In order to accommodate any development, adequate utility and mobility infrastructure is needed. This starts by studying the feasibility of improved east-west and north-south connections through the area. Different concepts for principal connections have been identified in the previous plan. All of these and other options should be vetted in a detailed study that includes:

1. Creating a database of parcels, property owners, and business owners for consideration of corridor right-of-way and preferred alignment;
2. Following up with environmental studies as appropriate;
3. Completing a detailed projected traffic analysis and location for non-motorized connections; and
4. Ascertaining the need for easements, right-of-way acquisitions, engineering-level cost estimates, and specific phasing of the corridor.

In addition, the County anticipates conducting a corridor study on adjacent Pecos Street in the near future to determine the best way to serve existing and future travel demands in the growing Pecos commercial district while also addressing land use and development opportunities. The study will develop and evaluate alternative solutions in creating connections between Pecos Street and adjacent transit stations, neighboring communities, and other immediately adjacent land uses.

Another major investment in this corridor is the completion of the Clay Community Outfall project which includes a new trail connection. In 2014 the BOCC approved the funding for Priority 1 and 2 including: RTD bridge over the future trail and future channel; and trail construction from W 60th Avenue to the Clear Creek Regional Trail north of Clear Creek. Future project components yet to be completed and total an estimated $20,000,000 which include the following actions:

- Construct improvements to the trail head (County owned property located at the northwest corner of W 59th Place and Zuni Street);
- Construct the trail from the trail head to the UPRR line, across the BNSF property;
- Construct the drainage conveyance and water quality pond improvements located south of the UPRR line;
- Construct a drainage/pedestrian structure across the UPRR line;
- Construct the trail from UPRR line to W 60th Avenue;
- Construct the open channel from the UPRR line to Clear Creek;
- Construct a drainage structure across W 60th Avenue;
- Acquire, or confirm, that the necessary property rights have been acquired from UPRR;
- Acquire the necessary property rights from CDOT;
- Acquire the necessary property rights from BNSF; and
- Determine groundwater contamination and environmental mitigation strategies and costs.

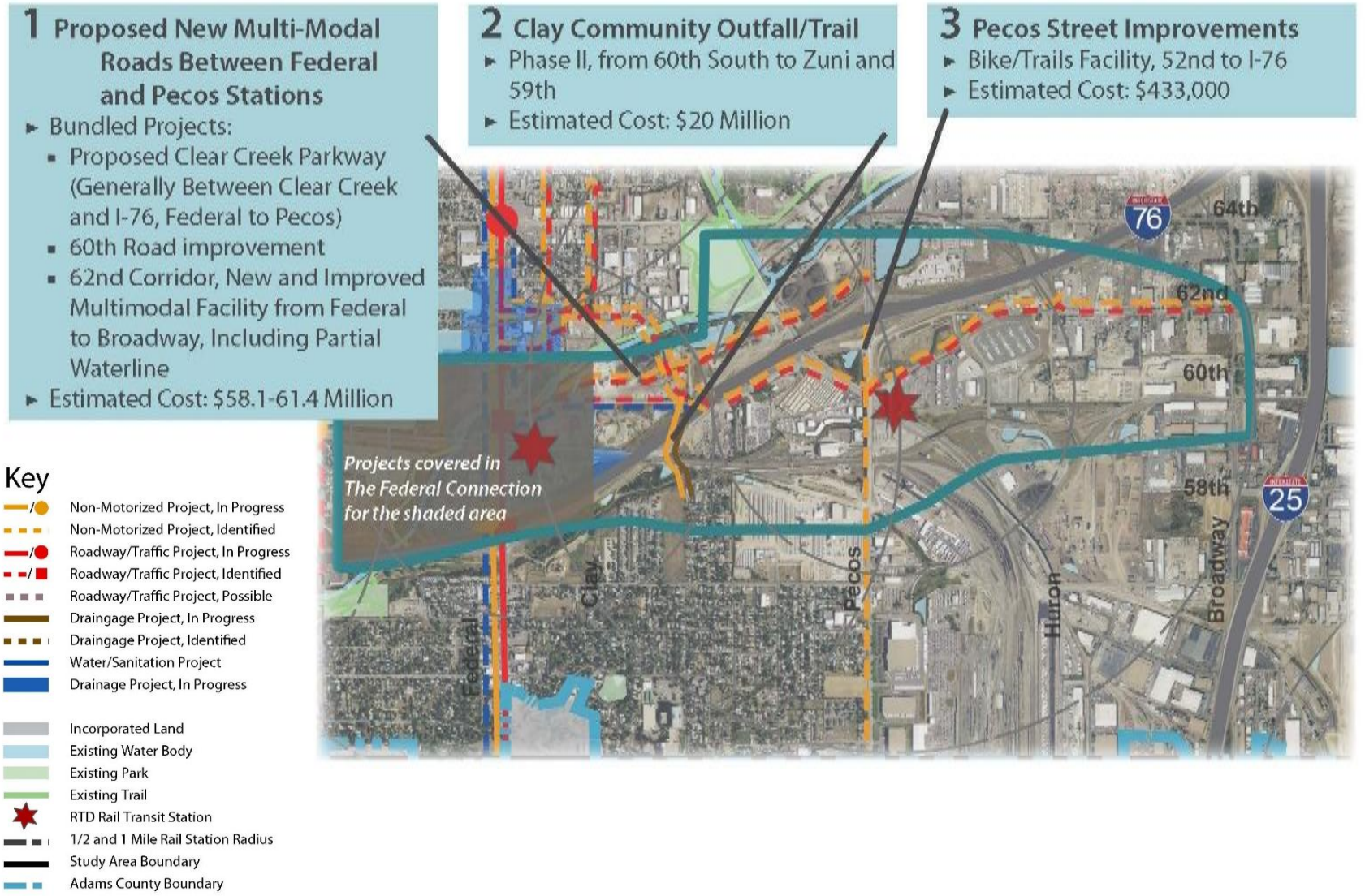
A listing identifying projects for the Clear Creek Connection area is provided in Table 4-10.

Table 4-10: The Clear Creek Connection, High-Priority Projects

	The Clear Creek Connection	Project Number	Lead Agency	Partner Agency(s)	Timeframe			Planning-Level Cost Estimate*	
					2017-2021	2022-2026	2027+	Project Cost Estimate Details	Project Cost Estimate
Brief Description: The Clear Creek Connection refers to new multimodal streets, parks and trails improvements, and general infrastructure improvements in the "Clear Creek TOD Plan" area along Clear Creek and between Federal Boulevard and Pecos Street, particularly connecting between the RTD G Line Federal Station and the RTD G Line Pecos Station.									
Components to the "Clear Creek Connection" included here:									
1	Proposed New Multimodal Roadways between Federal and Pecos Stations		Adams County Transportation Department	Various water and sanitation districts, Urban Drainage and Flood Control District, other departments of Adams County: Economic Development, Parks and Open Space, and Planning					
	•Proposed Clear Creek Pkwy (runs 60th Avenue/Federal Boulevard to 62nd Avenue/Pecos Street)	i32				x		1.1 miles of new 4-Lane road costing $14,778,390 with 12' wide multi-use path costing $366,999. OR 1.1 miles new 6 lane road costing $18,067,300 with 12' wide multi-use path costing $366,999.	4 Lane: $15,145,389 6 Lane: $18,434,299
	•60th Avenue Roadway Improvement	i98				x		0.52 miles of widening from 2 lanes to 4 lanes costing $4,578,051 with 12' wide multi-use path costing $173,490	$4,751,541
	•Proposed "62nd Avenue" Corridor (runs 62nd Avenue/Federal Boulevard to 60th Avenue/Pecos Street) (includes partial waterline replacement)	i38, i94, i106				x		2.28 miles of new 4-lane road costing $30,631,572 with 12' wide multi-use path $760,689; 0.71 miles of widening 2 lanes to 4 Lanes costing $6,162,761 with 12' wide multi-use path $253,545; AND 1243' of 6"-8" new waterline at $331 per foot costing $411,433	$38,220,000
2	Clay Community Outfall								
	•Phase 1 completed. Phase 2 includes segment from 60th Avenue south to Zuni at 59th Avenue.	i165				x		Cost Estimate provided by Adams County Long Range Planning through previous planning studies	$20,000,000
3	Pecos Street Improvements								
	•Pecos Bike/Trails Facility, 52nd Avenue to I-76	i146				x		1.3 miles of 12' wide multi-use path	$433,726
								Total Cost	
								$78,550,656 OR $81,839,566	

**Reference Tables 9-1, 9-2, and 9-3 in Appendix C for details on Planning-Level Cost Estimate factors*

Figure 4-10: Clear Creek Connection Project Map



4.2.4 The Sheridan Connection

The primary focus of the Sheridan Connection is to fill in missing sidewalk and trail connections to/from the RTD G Line Sheridan Station, including connections to the RTD G Line Federal Station, to the Berkeley neighborhood to the south, and to the City of Arvada. The order-of-magnitude cost and effort to implement the items listed in the Sheridan Connection is much smaller than the other three geographic "Connection" areas identified in this study. The one motorized transport component includes a study of Sheridan Boulevard (SH95) for multimodal and operational improvements including Bus Rapid Transit (BRT) service. This would be done in conjunction with the City of Arvada and CDOT. Implementing the projects listed in the Sheridan Connection would ideally help in mode shift – getting folks out of their cars, using transit, and assuring safe passage for non-motorized movement to and from the stations. Provided in Table 4-11 is a listing of the identified projects for the Sheridan Connection area.

Table 4-11: The Sheridan Connection, High-Priority Projects

	The Sheridan Connection	**Project Number**	**Lead Agency**	**Partner Agency(s)**	**Timeframe**			**Planning-Level Cost Estimate***	
					2017-2021	**2022-2026**	**2027+**	**Project Cost Estimate Details**	**Project Cost Estimate**
	Brief Description: The Sheridan Connection refers to primarily filling in missing sidewalk and trail connections to/from the RTD G Line Sheridan station, including connections to the RTD G Line Federal Station, to the Berkeley neighborhood to the south, and to the City of Arvada.								
	Components to the "Sheridan Connection" included here:								
1	Area Connectivity Improvements		Adams County Transportation Department	City of Arvada and Adams County Parks and Open Space					
	•Lowell Boulevard/ Jim Baker Trail: Construct trail from Clear Creek Trail to Jim Baker Reservoir. Trail has important grade-separated crossing at I-76 and Union Pacific Railroad tracks. Envisioned as off-street facility, however, on-street bike lane is an alternate option.	i118			x			0.44 miles of 12' wide multi-use path	$146,799
	•Tennyson Street Trail: Construct trail from Clear Creek Trail to 68th Avenue. Envisioned as off-street facility, however, on-street bike lane is an alternate option.	i55				x		1.7 miles of 12' wide multi-use path	$567,180
	•58th Avenue: Improve non-motorized connections to Sheridan Station.	i186			x			0.64 miles of 12' wide multi-use path	$213,526
	•60th Avenue: Improve non-motorized connections to Sheridan Station.	i187, i173			x			0.60 miles of 12' wide multi-use path	$200,181
	•64th Avenue: Improve non-motorized connections between Sheridan Boulevard and Clear Creek Trail.	i37				x		2.44 miles of 12' wide multi-use path	$814,069
2	Sheridan Corridor Improvements		Adams County Transportation Department	City of Arvada, CDOT					
	•Multimodal Corridor Improvements, I-76 to 104th Avenue, including roadway widening in areas and non-motorized and BRT improvements	i54, i67, i78					x	4 miles of widening 4 lanes to 6 lanes costing $39,342,876 with 1.9 miles of 12' wide multi-use path costing $633,907. OR 4 miles of widening 6 lanes to 8 lanes costing $46,947,424 with 1.9 miles of 12' wide multi-use path costing $633,907. Further discussion with RTD to determine cost of BRT Service	Widen 4 to 6 Lanes: $39,976,783 Widen 6 to 8 Lanes: $47,581,331
									Total Cost
									$41,918,538 OR $49,523,086

**Reference Tables 9-1, 9-2, and 9-3 in Appendix C for details on Planning-Level Cost Estimate factors*

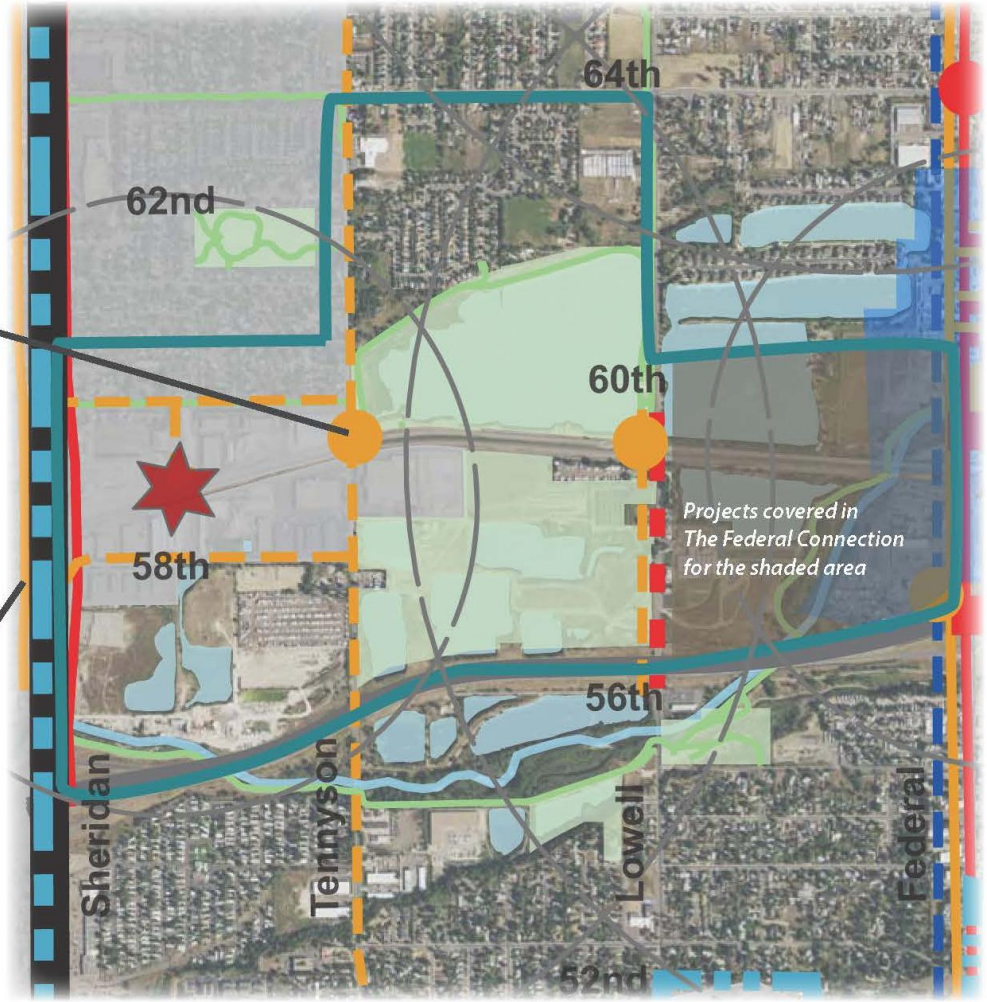
Figure 4-11: The Sheridan Connection Project Map

1 Area Connectivity Improvements

- Bundled Projects:
  - Lowell Boulevard/Jim Baker Trail: Connections from the Berkeley Neighborhood to the Sheridan Station
  - Tennyson Street Trail: From Clear Creek to 68th
  - 58th and 60th Avenues: Non-Motorized Connections to Station
  - 64th Avenue: Non-Motorized Connections Between Sheridan Station and the Clear Creek Trail
- Estimated Cost: $2 million

2 Sheridan Corridor Improvements

- Bundled Projects:
  - Multi-Modal Improvements from I-76 to 104th
  - Includes Bus Rapid Transit Study from I-76 to US 36
- Estimated Cost: $40-48 Million



4.2.5 The Welby Connection

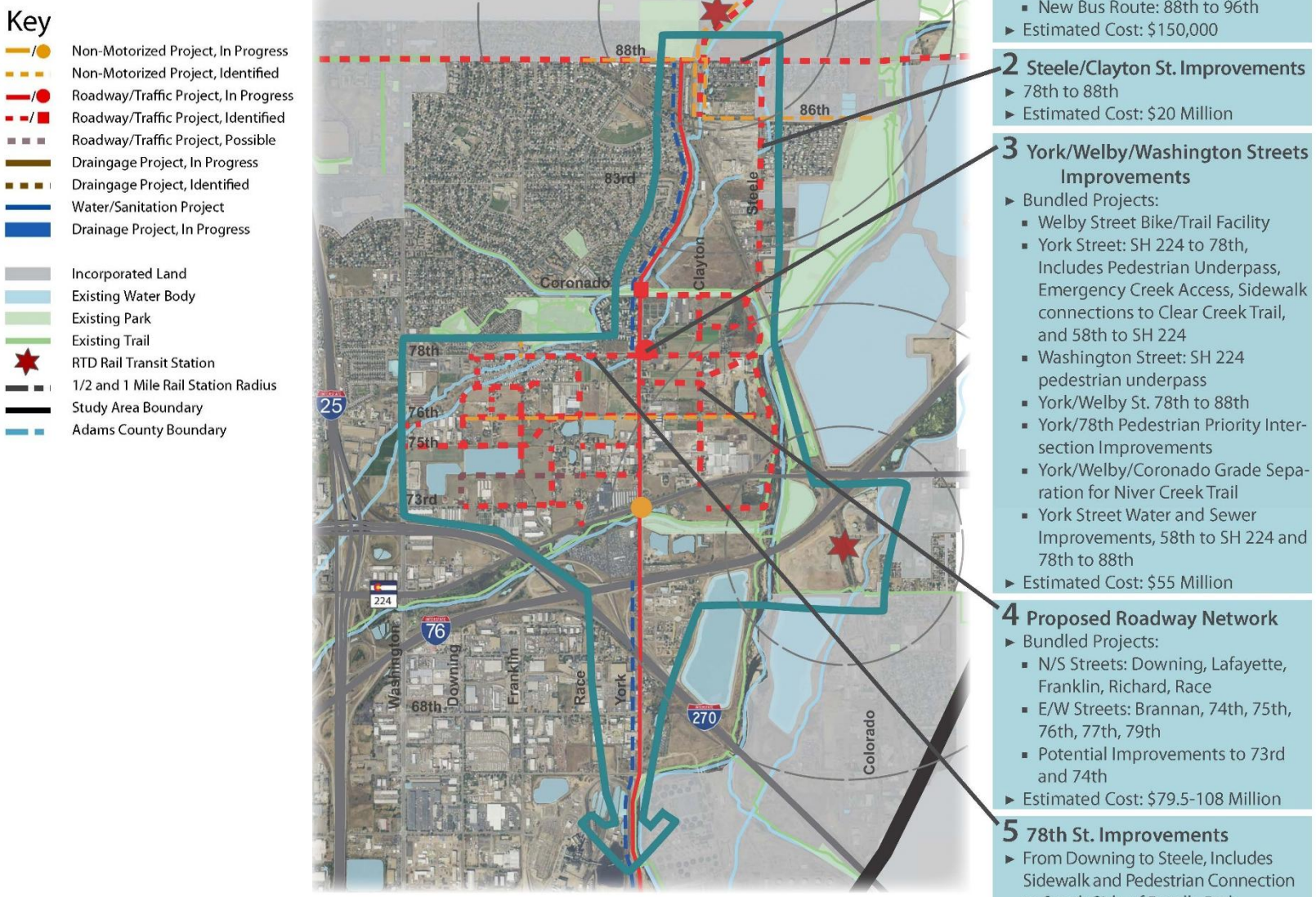
The Welby Connection includes the addition of newly constructed streets, sidewalks, trails, and other multimodal improvements, along with existing roadway and intersection improvements to enhance the connectivity between the Welby neighborhood to the Welby and 72nd RTD Stations. Additionally some identified projects improve connections to the National Western Stock Show Station via improved multimodal transportation networks. Proposed York Street, Washington Street, and Brighton Boulevard corridor studies will look to enhance the north-south connections between the Welby, 72nd Avenue, and the National Western Stock Show Stations. The purpose of the study would be to identify potential development opportunities, analyze travel patterns, and implement improvement projects. Overall, these area improvements will differentiate ideal truck routes versus pedestrian prioritized areas. Leading these project efforts will be Adams County Transportation and Long Range Planning Departments. Partnering agencies include City of Thornton, Welby neighborhood, City of Commerce City, City and County of Denver, and Adams County Community and Economic Development Department. Provided in Table 4-12 is a listing of the identified projects for the Welby Connection area.

Table 4-12: The Welby Connection, High-Priority Projects

The Welby Connection	Project Number	Lead Agency	Partner Agency(s)	Timeframe			Planning-Level Cost Estimate*	
				2017-2021	2022-2026	2027+	Project Cost Estimate Details	Project Cost Estimate
Brief Description: The Welby Connection includes the addition of newly constructed streets along with existing roadway and intersection improvements to ultimately enhance the connectivity between the Welby neighborhood to the RTD Welby and Stock Show Stations. Pedestrian/Transit Oriented Development along these connections is incorporated to bring character and vitalization to the community.								
Components to the "Welby Connection" included here:								
1 Thornton Partnership Project (86th/88th Avenue Improvements)		Adams County Transportation Department	City of Thornton, RTD					
•86th and 88th Avenue Bike Connection	i125					x	0.45 miles of 12' wide multi-use path	$150,136
•88th and 96th Avenue New Bus Route	i76					x	Future Discussion with Regional Transit Department (RTD)	-
2 Steele/Clayton Street Improvements		Adams County Transportation Department	Long Range Strategic Planning, Welby Neighborhood					
•Steele St Improvement 78th to 88th Avenue	i51					x	1.34 miles of widening 2 lanes to 4 lanes costing $11,445,128 AND 0.63 miles of new 4 lane roadway costing 8,463,987	$19,909,115
•Steele St Construction 78th to SH224 (i51); however, TAC members suggested an alternative alignment south of 78th Avenue tying into Clayton Street and extending to SH224 where a traffic signal is planned (further roadway study necessary)						x		
3 York/Welby and Washington Street Improvements		Adams County Transportation Department	CDOT, Adams County Planning Department, Welby Neighborhood, City of Thornton					
•Welby Street Improvement including Bike/Trail Facility	i6			x			1.46 miles of widening 2 lanes to 4 lanes costing $12,853,758 with 12' wide multi-use path costing $487,107	$13,340,865
•York St Improvement, SH224 to 78th Avenue–5-yr CIP •Includes pedestrian underpass, connecting sidewalks to Clear Creek Trail with emergency vehicle access	i18			x			0.64 miles of widening 2 lanes to 4 lanes costing $5,634,524. Pedestrian underpass cost estimate provided by Adams County Cost Estimate provided by Adams County Long Range Planning through previous planning studies	$5,634,524 $950,000
•Washington St Improvement, to include pedestrian underpass connecting to Clear Creek Trail and emergency vehicle access.	i51					x	Cost estimate provided by Adams County Cost Estimate provided by Adams County Long Range Planning through previous planning studies	$950,000
•York/Welby Street Improvement 78th to 88th Avenue– 5-yr CIP	i19			x			1.3 miles of widening 2 lanes to 4 lanes	$11,445,127
•York Street Improvement, 58th Avenue to SH224	i24				x		1.9 miles of widening 2 lanes to 4 lanes	$16,727,494
•York Street and 78th Avenue Intersection Improvement (Pedestrian Prioritized Area)	i50			x			Average cost for intersection improvement is $50,000	$50,000
•York/Welby and Coronado Grade Separation for Niver Creek Trail	i96				x		Cost estimate provided by Adams County Cost Estimate provided by Adams County Long Range Planning through previous planning studies	$950,000
•York Street Water and Sewer Improvements, 78th to 88th Avenue	i171	Water & Sanitation	Transportation, Community and Economic Development Departments, Welby Neighborhood			x	Installment of 6912' of new 6" or 8" waterline at $331 per foot	$2,287,872
•York Street Water and Sewer Improvements, 58th Avenue to SH224	i185					x	Installment of 8086' of new 6" or 8" waterline at $331 per foot	$2,676,466
4 Proposed Roadway Network (Approximate Alignments)		Adams County Transportation Department	Transportation, Community and Economic Development Departments, Welby Neighborhood					
•N/S Streets: Downing, Lafayette Street, Franklin Drive, Richard Road, Race Street •E/W Streets: Coronado, 79th, 77th, 76th, 75th, 74th Avenues, and Brannan Way	i51					x	7.2 miles of new 2 lane roadway costing $68,528,714 OR 7.2 miles of new 4 lane roadway costing $96,947,280	2-Lane: $68,528,714 4-Lane: $96,947,280
•Potential improvements to 73rd and 74th Avenue •These streets may present an opportunity for innovative financing, such as but not limited to, LID and PID.	i51					x	1.34 miles of widening 2 lanes to 4 lanes costing $11,445,128; AND 0.63 miles of new 4 lane roadway costing $8,463,987	$11,004,930
5 78th Street Improvements		Adams County Transportation Department	Long Range Strategic Planning, Welby Neighborhood					
•Improvements for 78th Street from Downing Street to Steele Street. •Includes a 5.5' sidewalk on the north side of 78th Street from east of York Street to Steel Street and a pedestrian connection to south side of Rotella Park. (Potential Safe Routes to Schools/Trails/Parks grant application project).	i166				x		1.2 miles of widening 2 lanes to 4 lanes costing $10,564,783 with 12' wide multi-use path costing $400,362. AND 566' of 5-8' wide sidewalk with minor topographic issues per Adams County staff costing $44,898	$11,010,043
								Total Cost
								$165,615,286 OR $194,033,852

**Reference Tables 9-1, 9-2, and 9-3 in Appendix C for details on Planning-Level Cost Estimate factors*

Figure 4-12: The Welby Connection Projects *Map*



5 IMPLEMENTATION MATRIX

This Section summarizes the Top 10 Projects as identified through this project process. This summarized listing includes the project name, a brief description, the lead agency, partnering agencies, funding resources, a planning-level cost estimate, and the relevant project numbers. The project number allows readers to cross-reference the history of how this project was identified in Chapter 2 as well as previous plans, studies, and reports (see Appendix A for the Full Project Listing). Planning level cost estimates do not include potential environmental remediation costs as described in Section 3.

The total costs associated with implementing the Top 10 Projects is estimated between $376,192,484 and $416,004,508. However, this cost is not a burden solely of Adams County. Many of the projects identified can be executed through a cost-share agreement between various local agencies (cities, CDOT, UDFCD, and water and sanitation districts). Additionally, many of the projects identified here may be executed at the time of development through the development review process.

Figure 5-1: Top 10 Projects Implementation Matrix

Project Name	Brief Description	Lead Agency(s)	Partner Agency(s)	Funding Resource(s)	Planning-level Cost Estimate	Project Number
Local Financing Study	A detailed study of all the existing financing tools available to the County, and those that may not be currently available but might be considered for lobbying the State to change regulations to allow. The study would focus on all the tools available, creative financing, and return on investment. The purpose is tri-fold and would be to: 1) create a handbook for multi-departmental education and training; 2) help identify specific tools that can be utilized for priority projects and implementation of the Top 10 Projects; 3) identify and align funders, financing and partners to implement the Top 10 Projects.	Adams County Finance Department, Long Range Planning	County Manager, County Commissioners, Community & Economic Development	CIP budgeted items	$125,000	P11
Plans to Projects Program (P2P)	A performance-based approach to planning, programming, and financial decision making that ensures available funds are used on the most productive projects to meet overall objectives. Projects will be selected for programming based on their contribution to the improvement of system performance compared to other project and multidisciplinary support.	Adams County Long Range Planning	County Manager, all Adams County Departments		$100,000	P12

Project Name	Brief Description	Lead Agency(s)	Partner Agency(s)	Funding Resource(s)	Planning-level Cost Estimate	Project Number
Affordable Housing Policy	Create a comprehensive affordable housing policy for development. The policy should begin by focusing on the area within one mile of a commuter rail station and primary existing transit lines. The policy should be expanded to the larger Making Connections Plan study area and overall County after a baseline policy and applicability has been established. Additional study and concepts to explore include the relationship between the Balanced Housing Plan and the Affordable Housing Policy Study implementation program.	Adams County Community & Economic Development, Adams County Housing Authority	County-Wide Housing Authorities, Adams County Long Range Planning		For Policy Study: $150,000	P3
Sidewalk/Pedestrian Network Program	A prioritization process to fill the identified gaps in the overall sidewalk network through an in depth qualitative and quantitative analysis of existing sidewalk conditions and infrastructure. Would work collaboratively with the ADA program.	Adams County Transportation Department	CDOT, Adams County Long Range Planning, Tri-County Health Department		$900,00 to $1,000,000 annually for ADA improvements $31,680,000 for sidewalk gap infill for unincorporated Southwest Adams County **Total Cost (ADA Transition Plan and sidewalk gap infill implementation) $53,180,000**	P4
Complete Streets Policy and Standards	Develop a policy and a set of standards for all types of streets to promote a network of Complete Streets to provide safe and reliable transportation for all roadway users.	Adams County Transportation Department	Adams County Long Range Planning, Tri-County Health Department		$175,000	P10
Park and Trail Improvements	A set of improvements for different county parks and trails to bring urban vitality by making open space available for active use and providing an effective regional network of multi-use paths for non-motorized travelers. Includes: Federal Boulevard and Federal Station Area (ADCO Multi-Use Trail Improvement/ Development, Clear Creek to Jim Baker Reservoir; Welby Station and Welby Neighborhood Area (Clear Creek Trail Access –5-yr CIP, West of Railroad-78th to I-76, New/Improved Park/Open Space, York and I-76 New Park/Park Improvement); Clear Creek Trail Replacement–5-yr CIP; Twin Lakes Park Renovation–5-yr CIP; Allen Ditch Trail, Connecting 84th Ave to Zuni	Adams County Parks and Open Space Department	CDOT, GOCO, UDFC, Colorado Parks and Wildlife, City of Arvada, City of Westminster	Open Space Sales Tax Grant	$450,000 (i13) $2,000,000 (i14) $225,000 (i15) $1,100,996 (i71) $2,000,000 (i110) $100,000 (i119) $333,635 (i134) $500,000 (i123/i164) $2-2.5M (i143) $2,00,000(i157) $1,500,00 (i170) **Total Cost $13,509,631-$14,009,631**	i13, i14, i15, i71, i110, i119, i134, i141, i143, i157, i170

Project Name	Brief Description	Lead Agency(s)	Partner Agency(s)	Funding Resource(s)	Planning-level Cost Estimate	Project Number
The Federal Connection	Comprehensive improvements to Federal Boulevard from 52nd Avenue on the south (border with Denver) to 72nd Avenue on the north (just inside Westminster). Nearly all of these previously identified projects would become part of a comprehensive PEL study spanning from I-70 to 84th Avenue.	Adams County Long Range Planning and Transportation Departments	CDOT, City of Westminster, City and County of Denver, Tri-County Health, various Water and sanitation districts, other departments of Adams County: Economic Development, Parks and Open Space, Current Planning		For PEL Study: $1,500,000 $10,000,000 (i49 & i95) (waterline) $11,368,373 (i108) **Total Cost $22,868,373**	i1, i4, i8, i17, i29, i31, i33, i43, i44, i45, i46, i49, i68, i95, i108
The Clear Creek Connection	New multimodal streets, parks and trails improvements, and general infrastructure improvements in the "Clear Creek TOD Plan" area along Clear Creek and between Federal Boulevard and Pecos Street, particularly connecting between the RTD G Line Federal Station and the RTD G Line Pecos Station.	Adams County Long Range Planning and Transportation Departments	Various water and sanitation districts, Urban Drainage and Flood Control District, other departments of Adams County: Economic Development, Parks and Open Space, Current Planning		For planning: $250,000 $15,145,389 – $18,434,299 (i32) $6,416,306 (i38) $411,433 (i94) $4,751,541 (i98) $31,392,261 (i106) $433,726 (i146) $20,000,000 (i165) **Total Cost: $78,550,656 OR $81,839,566**	i32, i38, i94, i98, i106, i146, i165
The Sheridan Connection	Filling in missing sidewalk and trail connections to/from the RTD G Line Sheridan station, including connections to the RTD G Line Federal Station, to the Berkeley neighborhood to the south, and to the City of Arvada. Sheridan BRT Corridor efforts.	Adams County Parks and Open Space and Transportation Departments	City of Arvada, CDOT, Adams County Current Planning Department		$146,799 (i118) $213,526 (i186) $200,181 (i187) $39,976,783 OR $47,581,331(i48, i67, i48) $567,180 (i55) **Total Cost: $41,9148,538 or $49,523,086**	i37, i54, i55, i67, i78, i118, i173, i186, i187

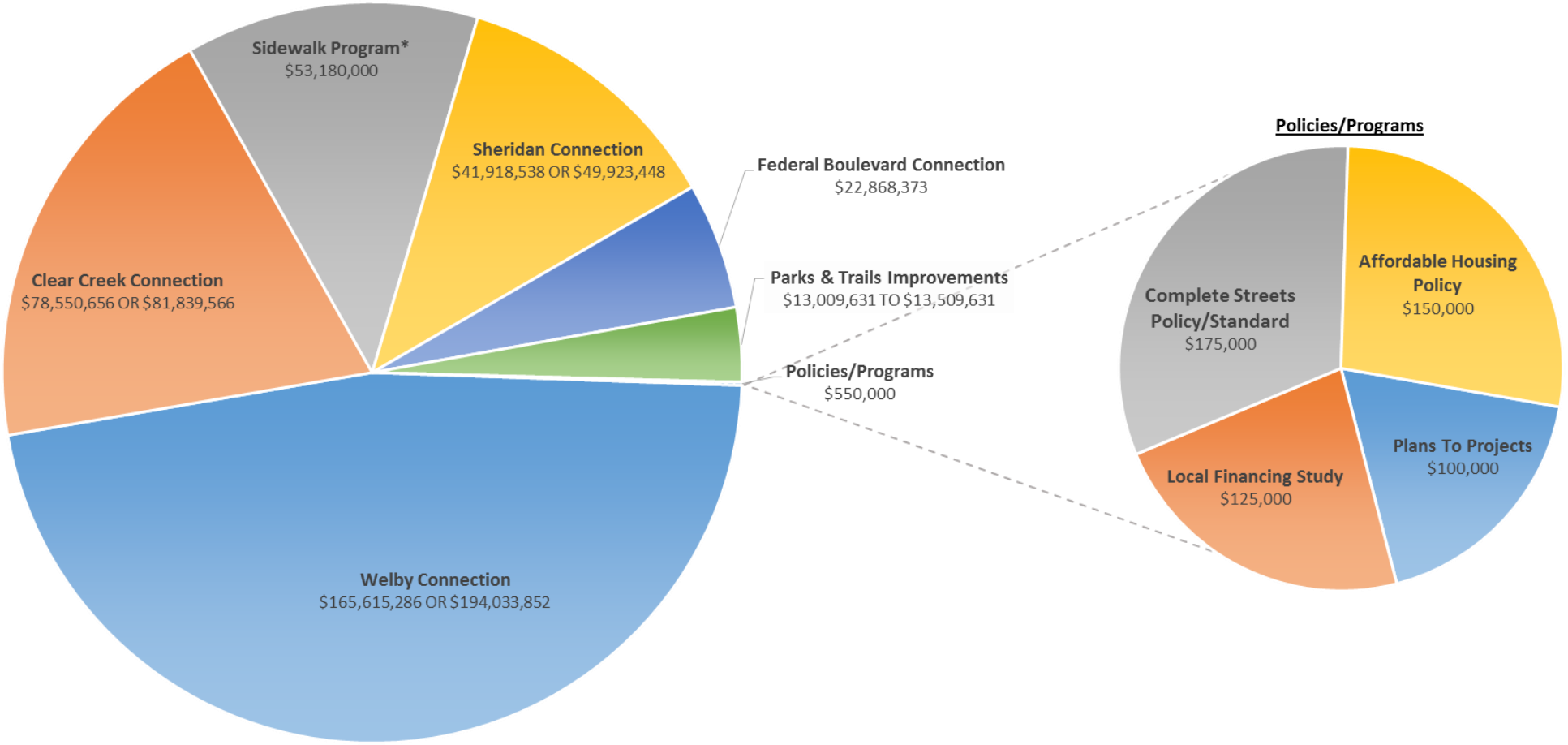
Project Name	Brief Description	Lead Agency(s)	Partner Agency(s)	Funding Resource(s)	Planning-level Cost Estimate	Project Number
The Welby Connection	The Welby Connection includes the addition of newly constructed streets along with existing roadway and intersection improvements to enhance connectivity between the Welby neighborhood to the RTD Welby and National Western Stock Show Stations. These improvements will differentiate ideal truck routes versus pedestrian prioritized areas.	Adams County Transportation and Long Range Planning Departments	City of Thornton, Welby neighborhood, City of Commerce City, City and County of Denver, Adams County Current Planning Department		$13,340,865 (i6) $5,634,524 (i18) $950,000 (i18) $11,445,127 (i19) $16,727,494 (i24) $50,000 (i50) $950,000 (i96) $150,136 (i125) $68,528,714 OR $96,947,280 (i51) $950,000 $11,004,930 (i51) $19,909,115 (i51) $11,010,043 (i166) $2,287,872 (i171) $2,676,466 (i185) **Total Cost:** **$165,615,286 OR** **$194,033,852**	i6, i18, i19, i24, i50, i51, i96, i76, i125, i166, i171, i185

6 NEXT STEPS

Chapter 3 is the last chapter of the Making Connections Plan planning process. Following this report, the study team produced a comprehensive Executive Summary document that summarizes the results of Chapters 1, 2 and 3. The Making Connections Plan was reviewed by the Planning Commission and BOCC and was formally adopted on October 27, 2016 and ratified on December 6, 2016. Following adoption, the Making Connections Plan will be used to guide development, redevelopment, and supporting infrastructure through the improvement projects and policies identified as part of the Top 10 Projects using multi-jurisdictional coordination and public-private investment. The recommendations and implementation strategies identified (Top 10 Projects) in the Chapter 3 will be used in future CIP and funding efforts. At this point, a funding source and a time of completion have been identified. The P2P Program will be integrated into the CIP evaluation process to aid planned recommendations through implementation, to essentially bridge the gap between long-range planning and the CIP planning process. Each project will undergo an evaluation process where they will be scored and ranked based on various criteria (See Section 6.2). For example, Adams County is currently investigating the opportunity to conduct corridor studies on Washington Street, York Street, Pecos Street, and Brighton Boulevard with the intent that each of these corridor studies will go through the CIP evaluation process. Additionally, Adams County participated in an Urban Land Institute Transit Oriented Development Marketplace (ULI TOD Marketplace) in November 2016. At this Marketplace, Adams County will present development and infrastructure goals for unincorporated Southwest Adams County to prospective developers. The end result will be a Master Plan document that includes a series of implementation-focused materials allowing Adams County to make more strategic investments and to leverage partnerships and resources to improve quality of life in Southwest Adams County, providing strategies that focus on the timing, scale, and funding opportunities associated with the Top 10 Projects. The Making Connections Plan will take over 10 years to implement all of the Top 10 Projects that represent a total cost ranging from $376,192,484 and $416,004,508. Figure 6-1 on the following page provides a breakdown of the Top 10 Projects with the associated planning-level cost estimate.

6.1

Figure 6-1: Top 10 Projects Breakdown of Planning-Level Cost Estimate



The Top 10 Projects represent a total cost ranging from **$376,192,484 and $416,004,508** over a 10+ year timeframe.

*includes completing sidewalk gap infill projects and the ADA Transition Plan.

CIP Evaluation Criteria

As previously mentioned, the Making Connections Plan outlines strategic priorities for Southwest Adams County including planning-level cost estimates, identification of funding sources, and a timeline for project completion. The Making Connections Plan stops short of project programming. This is where the County CIP process picks up. Evaluated under the P2P lens, the TAC identified measures to evaluate and score projects. This initial draft CIP Evaluation Criteria is outlined in Table 6-1.

Table 6-1: Draft CIP Evaluation Criteria

P2P Component	Evaluation Criteria	How to Score	Proposed Score by Applicant	Department/ Agency Review	Internal Director Committee Review	Board or Commission Review	Planning Commission
Policy Element	Project aligns with County Commissioner's Goals: 1. Education and Economic Prosperity 2. High Performing, Fiscally Responsible Government 3. Quality of Life 4. Safe, Reliable Infrastructure 5. Support Human Service	One (1) point for each verified goal. Up to (5) points possible.					
Planning Element	Implements Adams County Comprehensive Plan or other Adams County Plans.	One (1) point possible if the project evolved from the Comprehensive Plan or other Adams County Planning document.					
Project Support - Internal	Project identified and proposed by more than one department or agency.	One (1) point for each department/agency in support. Up to four (4) points possible.					
Project Support – (External)	Documented Community Support for project.	One (1) point possible if the project has documented public support.					
Program Performance Categories	Project Funding Amount: $_____ Check as follows: ____ One-time expense ____ Annual/Ongoing*per year $_____ ____ Percentage ____% or amount $_____ funded by grant, matched funds, shared funding	One (1) point possible for shared, matched or grant funding of project.					
Delivery and Development Programs	Project-readiness factors, including what stage of planning, design, or land acquisition it is in the project development process.	Two (2) points if project is in the permitting or design phase. One (1) point if project is in the conceptual phase.					
System Performance	Projects scored based on number of performance measures it aims to improve.	One (1) point for every established performance measure the project aims to improve. Up to four (4) points possible.					
	Total of Points	**Possible total points: 18**					

Appendices

7 APPENDIX A: FULL PROJECT LISTING

Provided in this appendix is information pertaining to the full project listing. Figure 7-1 illustrates the locations of all projects and Table 7-1 is the full project list. This listing includes all projects whether they were deemed completed, no longer relevant, did not make the Top 40 or Top 10 Projects list or made the prioritized listing referenced in Sections 2 and 3 of this Chapter. Table 7-1 references a Plan ID indicating if the recommendation came from a previous plan, study or report. Table 7-2 provides a cross-reference to the Plan ID and s information related to the publication. In addition, Figure 7-2 highlights all of the projects identified as completed/to be completed in 2016 with further detail and investment information in Table 7-3. Figure 7-3 and Table 7-4 show the projects classified by the TAC as non-relevant to the Making Connections Plan through project vetting during the project identification process (refer to Section 2 of Chapter 2 for more information on project identification and vetting). The project team worked with Adams County Parks and Open Space Department to isolate projects related to parks and open space which is shown in Table 7-5 and the projects are geographically displayed in Figure 7-4. Figure 7-5 displays data pertaining to UDFCD and Adams County identified drainage and strormwater improvements. Figure 7-6 displays the overlap between the Sheridan, Federal, and Clear Creek Connection areas.

Figure 7-1: All Identified Projects

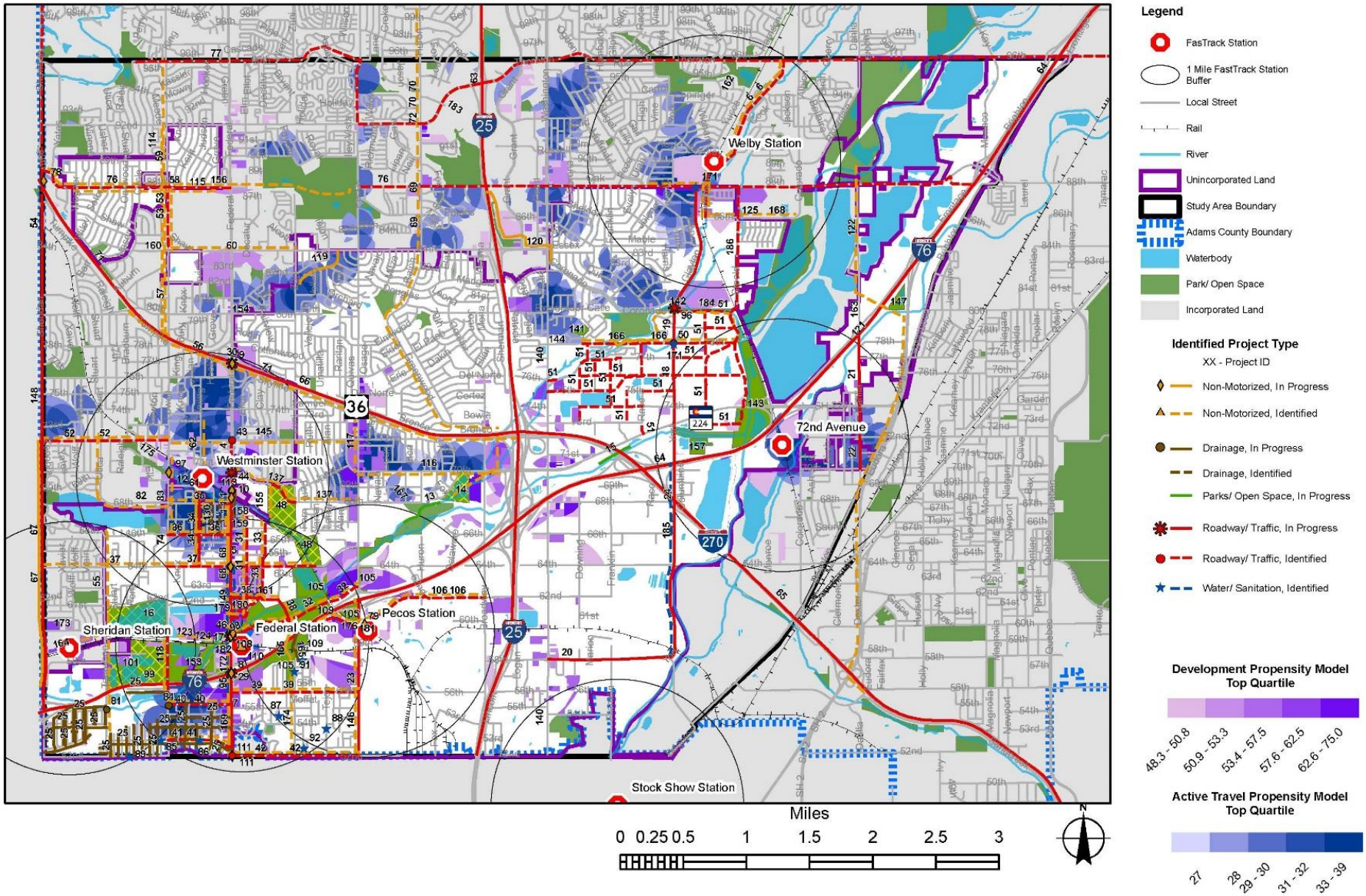


Table 7-1: Full Project List

Project Number	Recommendation or Project Name/Description	Plan IDs	Project Type	Project Status
1	Federal Boulevard Bridge over Little Dry Creek/BNSF	1,9,22	Roadway/Traffic	In Progress
1	Federal Boulevard Bridge over Little Dry Creek/BNSF	1,9,22	Non-Motorized	In Progress
1	Federal Boulevard Bridge over Little Dry Creek/ BNSF	1,9,22	Drainage	In Progress
2	Goat Hill Neighborhood Plan-Waiting for plan development and prioritization	2	Development/Private Development	In Progress
3	South Westminster Revitalization Strategy (Open House Presentation)	3	Development/Private Development	Identified
4	Westminster Federal Boulevard Streetscape 70th-72nd Avenue	4,14,36,40	Roadway/Traffic	Identified
5	65th Avenue Alignment to four-way intersection	9	Roadway/Traffic	Non-Relevant
6	Welby Street Improvements	10,23	Roadway/Traffic	Identified
6	Welby Street Improvements (Bike/Trail Facility)	10,23,13,82	Non-Motorized	Identified
7	Intersection Improvement, 64th Avenue and Federal Boulevard	4	Roadway/Traffic	Non-Relevant
8	Safe Pedestrian Crossing, Federal Boulevard and I-76	4	Non-Motorized	Identified
9	Safe Pedestrian Crossing, Federal Boulevard and U.S. 36	4	Non-Motorized	Identified
10	Lighting Under bridge Clear Creek Trail	4	Non-Motorized	Identified
11	Do not Eliminate Affordable Housing as illustrated in Appendix K	4	Development/Private Development	In Progress
12	Little Dry Creek Drainage Project	7	Drainage	In Progress
13	Clear Creek Trail Replacement	7	Parks/Open Space	In Progress
14	Twin Lakes Park Renovation	7	Parks/Open Space	In Progress
15	Clear Creek Trail Access	7	Parks/Open Space	In Progress
16	Jim Baker Reservoir Renovations	12,22, 7	Parks/Open Space	In Progress
17	Sidewalk Gap Infill	-	Non-Motorized	Identified
18	York Street Improvement, SH224-78th Avenue–5-yr CIP	7	Roadway/Traffic	In Progress
19	York/ Welby Street Improvement 78th-88th Avenue–5yr CIP	7,22	Roadway/Traffic	In Progress
20	58th Avenue Road Improvement, Washington Street to York Street – 5yr CIP	7	Roadway/Traffic	In Progress
21	Dahlia Street Improvement-5-yr CIP	7	Roadway/Traffic	In Progress
22	Dahlia Road Improvement, SH224-70th Avenue–5-yr CIP	7	Roadway/Traffic	In Progress
23	Pecos Street Roadway Improvement, 52nd Avenue to I-76–5-yr CIP	7,22,74,13,82	Roadway/Traffic	In Progress
24	York Street Roadway Improvement, 58th Avenue-SH224–5-yr CIP	7,10,22	Roadway/Traffic	In Progress
25	Berkeley Neighborhood Curb and Gutter	7	Drainage	In Progress

Project Number	Recommendation or Project Name/Description	Plan IDs	Project Type	Project Status
26	ADA Transition Plan	7	Roadway/Traffic	In Progress
27	68th Avenue Roadway Alignment	9	Roadway/Traffic	Identified
29	Preserve and enhance on/off-ramp at Federal Boulevard & I-76	9	Roadway/Traffic	In Progress
30	Preserve and enhance on/off-ramp Federal Boulevard & U.S. 36	9	Roadway/Traffic	In Progress
31	Proposed Elm Court, 61st to 67th Avenue (Multimodal)	9	Roadway/Traffic	Identified
31	Proposed Elm Court, 61st to 67th Avenue (Multimodal)	9	Non-Motorized	Identified
32	Proposed Clear Creek Parkway (Multimodal)	9,18,74	Roadway/Traffic	Identified
32	Proposed Clear Creek Parkway (Multimodal)	9,18,74	Non-Motorized	Identified
33	Proposed Clay Street/Multimodal Improvement	9	Roadway/Traffic	Identified
33	Proposed Clay Street/Multimodal Improvement	9	Non-Motorized	Identified
34	Install Bike Lanes on Irving Street, 64th Avenue to Westminster Station/Park	9,84	Non-Motorized	In Progress
34	Road Improvements with Multimodal Additions on Irving Street, 64th to 69th Avenue	9	Roadway/Traffic	In Progress
35	Install Bike Lanes on 68th Avenue Lowell Boulevard to Green Street	9,84	Non-Motorized	Identified
36	Road Improvements/Bike Facility/Multimodal on 66th Avenue, Lowell to Federal Boulevard	9	Roadway/Traffic	Identified
36	Road Improvements/Bike Facility/Multimodal on 66th Avenue, Lowell to Federal Boulevard	9	Non-Motorized	Identified
37	Road Improvements/Bike Facility/Multimodal on 64th Avenue, Lowell Boulevard to Clear Creek Trail	9	Roadway/Traffic	Identified
37	Road Improvements/Bike Facility/Multimodal on 64th Avenue, Sheridan Boulevard to Clear Creek Trail	9,82	Non-Motorized	Identified
38	Road Improvement/Bike Facility/Multimodal on 62nd Street, Federal Boulevard to I-76	9	Roadway/Traffic	Identified
38	Road Improvement/Bike Facility/Multimodal on 62nd Street, Federal Boulevard to I-76	9	Non-Motorized	Identified
39	Road Improvement/Bike Facility/Multimodal on 56th Avenue, Federal Boulevard to Zuni Street	9,74	Roadway/Traffic	Identified
39	Road Improvement/Bike Facility/Multimodal on 56th Avenue, Federal Boulevard to Zuni Street	9,74	Non-Motorized	Identified
40	Road Improvement/Bike Facility/Multimodal on 55th Avenue, Lowell to Federal Boulevard	9	Roadway/Traffic	Identified
40	Road Improvement/Bike Facility/Multimodal on 55th Avenue, Lowell to Federal Boulevard	9	Non-Motorized	Identified
41	Road Improvement/Bike Facility/Multimodal on 53rd Avenue, Lowell to Federal Boulevard	9	Roadway/ Traffic	Identified
41	Road Improvement/Bike Facility/Multimodal on 53rd Avenue, Lowell to Federal Boulevard	9	Non-Motorized	Identified
42	Road Improvement/Bike Facility/Multimodal on 52nd Avenue, Federal Boulevard to Pecos Street	9	Roadway/Traffic	Identified
42	Road Improvement/Bike Facility/Multimodal on 52nd Avenue, Federal Boulevard to Pecos Street	9	Non-Motorized	Identified
43	Intersection Improvement 72nd Avenue and Federal Boulevard	4,9	Roadway/Traffic	Identified
44	Intersection Improvement70th Avenue and Federal Boulevard	9	Roadway/Traffic	In Progress
45	Intersection Improvement (High-Priority) 64th Avenue and Federal Boulevard	4,9,76	Roadway/Traffic	Identified

Project Number	Recommendation or Project Name/Description	Plan IDs	Project Type	Project Status
45	Intersection Improvement (High-Priority) 64th Avenue and Federal Boulevard	4,9,76	Non-Motorized	Identified
46	Intersection Improvements, 60th Avenue and Federal Boulevard (to Accommodate New Clear Creek Pkwy)	9,18,74	Roadway/Traffic	In Progress
47	Pomponio Terrace- Preliminary Development Plan Approved, Final Plan Not Approved	9	Development/Private Development	In Progress
48	Midtown Park	12,13	Parks/Open Space	In Progress
49	Improve Crestview Water Capacity to Accommodate Future Development	9	Water/Sanitation	Identified
50	Intersection Improvement, York Street and 78th Avenue	10	Roadway/Traffic	Identified
51	Welby Proposed Roadway Network	10	Roadway/Traffic	Identified
51	Welby Proposed Roadway Network	10	Roadway/Traffic	Identified
51	Welby Proposed Roadway Network	10	Roadway/Traffic	Identified
51	Welby Proposed Roadway Network	10	Roadway/Traffic	Identified
51	Welby Proposed Roadway Network	10	Roadway/Traffic	Identified
51	Welby Proposed Roadway Network	10	Roadway/Traffic	Identified
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51	Welby Proposed Roadway Network	10	Roadway/Traffic	Identified
51	Welby Proposed Roadway Network	10	Roadway/Traffic	Identified
51	Welby Proposed Roadway Network	10	Roadway/Traffic	Identified
51	Welby Proposed Roadway Network	10	Roadway/Traffic	Identified
52	Westminster Planned Multimodal Street Improvement	13,40	Roadway/Traffic	Identified
52	Westminster Planned Street Multimodal Improvement	13,40	Non-Motorized	Identified
53	Westminster Planned Multimodal Street Improvement on Lowell Boulevard, 84th to 88th Avenue	13,40	Roadway/Traffic	Identified
53	Westminster Planned Multimodal Street Improvement on Lowell Boulevard, 84th to 88th Avenue	13,40	Non-Motorized	Identified
54	Sheridan Boulevard Widening, 72nd to 104th Avenue	13,40,49	Roadway/Traffic	Identified

Project Number	Recommendation or Project Name/Description	Plan IDs	Project Type	Project Status
55	On Street Bikeway/ Arvada Bike Corridor on Tennyson Street, 52nd to 68th Avenue	13,14,35,82	Non-Motorized	Identified
56	Turnpike Multi-Use/Westminster Proposed Trail 76th Avenue to Lowell Boulevard	13,36	Non-Motorized	Identified
57	Proposed Multi-Use/Westminster Potential Trail–Lowell Street, 79th to 84th Avenue	13,40	Non-Motorized	Identified
58	Adams County Bike Facility/ Multi-Use (88th Avenue)	13	Non-Motorized	Identified
59	Proposed Multi-Use/Westminster Potential Trail –Lowell Boulevard, 84th to 96th Avenue	13,40	Non-Motorized	Identified
60	Westminster Proposed Sidewalk Development on 84th Avenue, Lowell Boulevard to Zuni Street	13,36	Non-Motorized	Identified
61	Park/Open Space Adjacent to Westminster Station Area	12,13	Parks/Open Space	Identified
62	On-Street Bikeway on Irving Street, 71st to 73rd Avenue	13	Non-Motorized	Identified
63	I-25 52-SH7 2035 Baseline Roadway Network	14	Roadway/Traffic	In Progress
64	I-76, Sheridan-SH7 2035 Baseline Roadway Network	14	Roadway/Traffic	In Progress
64	I-76, Sheridan-SH7 2035 Baseline Roadway Network	14	Roadway/Traffic	In Progress
64	I-76, Sheridan-SH7 2035 Baseline Roadway Network	14	Roadway/Traffic	In Progress
64	I-76, Sheridan-SH7 2035 Baseline Roadway Network	14	Roadway/Traffic	In Progress
64	I-76, Sheridan-SH7 2035 Baseline Roadway Network	14	Roadway/Traffic	In Progress
65	I-270, I-25-Quebec 2035 Baseline Roadway Network	14	Roadway/Traffic	In Progress
66	U.S. 36, Sheridan Boulevard – I-25 2035 Baseline Roadway Network	14	Roadway/Traffic	In Progress
67	Sheridan Boulevard Operational/Multimodal Improvement	14,35	Non-Motorized	In Progress
67	Sheridan Boulevard Operational/Multimodal Improvement	14	Roadway/Traffic	In Progress
68	Federal Boulevard, 52nd to 72nd Avenue 2035 Baseline Roadway Network	14	Non-Motorized	In Progress
68	Federal Boulevard, 52nd to 72nd Avenue 2035 Baseline Roadway Network	14	Roadway/Traffic	In Progress
69	Huron Street Widening (84th Avenue to Thornton Parkway)	14,48	Roadway/Traffic	Non-Relevant
69	Huron Street Widening (84th Avenue to Thornton Parkway)	14,48	Non-Motorized	Non-Relevant
70	Huron Street Widening (Thornton Parkway to 97th Avenue)	14,48	Roadway/Traffic	Non-Relevant
70	Huron Street Widening (Thornton Parkway to 97th Avenue)	14,48	Non-Motorized	Non-Relevant
71	U.S. 36 Multi-Use Path, I-25 to Sheridan Boulevard	14	Non-Motorized	Identified
71	U.S. 36 Multi-Use Path, I-25 to Sheridan Boulevard	12,13,14	Non-Motorized	Identified
72	Huron Street Trail, Multi-Use Path U.S. 36 to 160th Avenue	14,84	Non-Motorized	Identified
73	Grade Separation at RR for Zuni/ Clay Street Multi-Use Path	14,82	Non-Motorized	Completed/To Be Completed In 2016
74	Lowell Boulevard On Street Bike or Separated Multi-Use, 52nd Avenue to RR/ 71st Avenue	13,14,22,82	Non-Motorized	Non-Relevant
75	Tennyson Street Bike Facility, 72nd Avenue to Little Dry Creek Trail	14	Non-Motorized	Identified

Project Number	Recommendation or Project Name/Description	Plan IDs	Project Type	Project Status
76	New 88th Avenue Bus Route (Disconnect between Federal Boulevard and Pecos Street)	14	Roadway/Traffic	Identified
76	New 88th Avenue Bus Route (Disconnect between Federal Boulevard and Pecos Street)	14	Roadway/-Traffic	Identified
77	New 96th Avenue Bus Route	14	Roadway/-Traffic	Identified
78	Multimodal/Pedestrian Activity Center	14	Non-Motorized	Identified
79	Multimodal/Pedestrian Activity Center	14	Non-Motorized	Identified
80	Mixed-Use Development. 768 Res Units/ 42k sq ft Retail/203k sq ft Office	18, 74	Development/-Private Development	In Progress
81	Stormwater System Improvement, Tennyson Street and 55th Avenue	22	Drainage	Identified
82	Bike Lane (Westminster to Install) on 68th Avenue/Utica Street, Lowell Boulevard to 72nd Avenue	13	Non-Motorized	Identified
83	Westminster Proposed Sidewalks on Lowell Boulevard, 66th Avenue to RR	13,36	Non-Motorized	Identified
84	Stormwater System, Improvement, Lowell Boulevard and 55th Avenue	22	Drainage	Identified
85	Sewer System Replacement, Meade Street and 53rd Avenue	22	Water/Sanitation	Identified
86	Sewer System Replacement, Irving Street and 53rd Avenue	22	Water/Sanitation	Identified
87	Sewer System Replacement, Beach Street and 54th Avenue	22	Water/Sanitation	Identified
88	Sewer System Replacement, Tejon Road and 53rd Avenue	22	Water/Sanitation	Identified
89	Water Issue/ Improvement, Quitman Street and 52nd Avenue	22	Water/Sanitation	Identified
90	Water Line Improvement, Wyandot Street and 59th Avenue	22	Water/Sanitation	Identified
91	Water Line Improvement, Zuni Street between 57th and 58th Avenue	22	Water/Sanitation	Identified
92	Water Line Improvement, Wyandot Street and Valejo Street	22	Water/Sanitation	Identified
93	Waterline Replacement on 60th Avenue, Federal Boulevard to Zuni Street	22	Water/Sanitation	Completed/To Be Completed in 2016
94	Waterline Replacement on 62nd Avenue, Federal Boulevard to Clay Street	22	Water/Sanitation	Identified
95	Waterline Replacement on Federal Boulevard, 56th to 72nd Avenue	22	Water/Sanitation	Identified
96	Grade Separation, York/Welby Street and Coronado Parkway	22	Roadway/Traffic	In Progress
97	Trail Access Improvement at Little Dry Creek Trail and Lowell Boulevard	22	Non-Motorized	Identified
98	Roadway Improvement 60th Avenue, Federal Boulevard to Zuni Street	22	Roadway/Traffic	Identified
99	Trail Improvement, Tennyson Street and I-76 to Clear Creek Trail	13,22	Non-Motorized	Non-Relevant
100	Midtown at Clear Creek - Carma Project Builders	18,74	Development/Private Development	In Progress
101	Hyland Hills Park Clear Creek TOD	12,22,18,74	Parks/Open Space	In Progress
102	Business Park between Federal and Pecos Station	18, 74	Development/Private Development	Identified

Project Number	Recommendation or Project Name/Description	Plan IDs	Project Type	Project Status
102	Business Park between Federal and Pecos Station	18, 74	Development/Private Development	Identified
103	Mixed-Use Village Center Preliminary Development Plan Approved. No Final Development Plan Approval	18, 74	Development/Private Development	In Progress
104	Light Industrial Park Near Pecos Station	18	Development/Private Development	Identified
105	Park and Open Space in Clear Creek TOD Plan	12,18, 74	Parks/Open Space	Identified
105	New Parks/ Open Space in Clear Creek TOD Plan	18,74	Parks/Open Space	Identified
105	Park/ Open Space in Clear Creek TOD Plan	12,18, 74	Parks/Open Space	Identified
105	Open Space / Park within Clear Creek TOD Area	12,18,74	Parks/Open Space	Identified
106	New Collector Street, Federal Boulevard to Pecos Street to Broadway Road	9	Roadway/Traffic	Identified
106	New Collector Street. Federal Boulevard to Pecos Street to Broadway Road	9	Non-Motorized	Identified
107	Mixed-Use Development Adjacent to Pecos Station	18,74	Development/Private Development	Identified
108	Parcels to Be Removed From Flood Plain In proposed Phase B Urban Drainage Master Plan	18, 74	Drainage	Identified
109	Land Adams County is Planning to Buy for Clay Outfall Project	18,74	Parks/Open Space	Identified
110	Pedestrian bridge under Union Pacific Railroad track to Federal Station	18,22,74	Non-Motorized	In Progress
111	Focus Development & Improvement Node	76	Roadway/Traffic	Identified
111	Focus Development & Improvement Node	76	Non-Motorized	Identified
112	Focus Development & Improvement Node	76	Roadway/Traffic	Identified
112	Focus Development & Improvement Node	76	Non-Motorized	Identified
113	Focus Development and Improvement	76	Roadway/Traffic	Identified
113	Focus Development and Improvement	76	Non-Motorized	Identified
114	Meade/Lowell Boulevard Bike Facility U.S. 36 to 91st Avenue	82	Non-Motorized	Identified
115	88th Avenue On-Street Bike Facility, Wagner Street to Hooker Street	82	Non-Motorized	Identified
116	SH224/70th Avenue Bike Facility	82	Non-Motorized	Identified
117	Pecos Street Bike facility, 70th Ave to U.S. 36 Trail	82	Non-Motorized	Identified
118	Lowell Boulevard Non-Motorized Improvements with Improved RR Crossing	82	Non-Motorized	Identified
119	Allen Ditch Development/Improvement	82	Non-Motorized	In Progress
120	DRCOG Regional Bike Corridor Segment	82	Non-Motorized	In Progress
121	ADCO Off Street Trail Along O'Brian Canal	82	Non-Motorized	Non-Relevant
122	DRCOG Community Bicycle Corridor	82	Non-Motorized	Identified

Project Number	Recommendation or Project Name/Description	Plan IDs	Project Type	Project Status
123	ADCO Multi-Use Trail Improvement/ Development	82	Non-Motorized	Identified
124	ADCO Trail Along RR Line, Lowell to Federal	13,82	Non-Motorized	Non-Relevant
125	Adams County Local Trail	82	Non-Motorized	Identified
126	Crossroads Commerce Park - 1,000,000 sq ft of Industrial	83	Development/Private Development	In Progress
127	Inventory of Brownfield sites within Clear Creek Corridor, Federal-Pecos	83	Development/Private Development	In Progress
128	Install Sidewalk on both sides of Hooker Street, 66th to 68th Avenue	84	Non-Motorized	Identified
129	Install Curb and Gutter on West of Hooker Street, 66th to 68th Avenue	84	Drainage	Identified
130	Install Sidewalk on both sides of Grove Street, 66th to 68th Avenue	84	Non-Motorized	Identified
131	Install Curb and Gutter on West side of Grove Street, 66th to 68th Avenue	84	Drainage	Identified
132	Install Sidewalks on both sides of Green Street, 66th to 68th Avenue	84	Non-Motorized	Identified
133	Install Curb and Gutter of West side of Green Street, 66th to 68th Avenue	84	Drainage	Identified
134	Sidewalk Widening on Irving Street, 66th Avenue to Little Dry Creek Trail	84	Non-Motorized	Identified
137	Install Bike Lanes Zuni Street	84	Non-Motorized	Identified
138	Construct Sidewalk connecting to Little Dry Creek Trail	84	Non-Motorized	Identified
139	New Mapleton School/ District in Midtown	83	Development/Private Development	Identified
140	Washington Street Improvement 52nd to 58th Avenue	14,22	Roadway/Traffic	Completed/To Be Completed In 2016
140	Washington Street Improvement 58th to 72nd Avenue	14,22	Roadway/Traffic	Completed/To Be Completed in 2016
141	Park Improvement, Washington Street and 78th Avenue	10	Parks/Open Space	Identified
142	Trail Improvement from South Platte River to Rotella Park South Entrance	10	Parks/Open Space	Identified
143	Steele Street Park Renovations with trails through the Siegrist Reservoir connecting to the trail under SH224	10	Parks/Open Space	Identified
144	Intersection Improvement, Washington Street and 78th Avenue	10	Roadway/Traffic	Completed/ To Be Completed In 2016
145	Non-Motorized Improvements on 72nd Avenue, Lowell Boulevard to Pecos Street	13	Non-Motorized	Identified
146	Pecos Bike/ Trail Facility, 52nd Avenue to I-76	22,74,13,82	Non-Motorized	Identified
147	Park/ Open Space Development or Improvement at I-76 and 81st Avenue	12,13	Parks/Open Space	Identified
148	Sheridan Blvd Bus Rapid Transit (BRT), I-76 to U.S. 36	82	Non-Motorized	In Progress
149	Identified as High Growth Prime Development / Revitalization Area, Federal Boulevard Corridor	17	Development/Private Development	In Progress

Project Number	Recommendation or Project Name/Description	Plan IDs	Project Type	Project Status
150	Identified as High Growth Prime Development/Revitalization Area, Pecos Street between 70th and 76th Avenue	17	Development/Private Development	In Progress
151	Identified as High Growth Prime Development/Revitalization Area, East side of Washington Street, 88th to 104th Avenue	17	Development/Private Development	In Progress
152	Identified as High Growth Prime Development/Revitalization Area East of Welby Station, 86th to 90th Avenue	17	Development/Private Development	In Progress
153	New/ Improvement of Park/ Open Space Lowell Boulevard to Federal Boulevard, North of I-76 to RR	22	Parks/Open Space	Identified
154	Intersection Improvement, Federal Boulevard and 80th Avenue	10,22	Roadway/Traffic	Non-Relevant
155	Little Dry Creek Access from 70th Avenue	82	Non-Motorized	Identified
156	Extend South ROW to Allow Wider Detached Sidewalk and Extend Bike Lane on 88th Avenue, Federal to Lowell Boulevard	84	Non-Motorized	Identified
157	New Park/ Park Improvement, York Street and I-76	10	Parks/Open Space	Identified
158	Federal Boulevard and 67th Avenue Intersection Improvement	9	Roadway/Traffic	Completed/To Be Completed In 2016
159	Federal Boulevard and 66th Avenue Intersection Improvement	9	Roadway/Traffic	Completed/To Be Completed In 2016
160	On-Street Bikeway on Wagner Street, Lowell Boulevard to 88th Avenue	13	Non-Motorized	Non-Relevant
161	Roadway Improvement 62nd Avenue, Federal Boulevard to Clay Street	22	Roadway/ Traffic	Non-Relevant
162	Multi-Use Path along North Metro RR Line, 70th to 160th Avenue	82	Non-Motorized	Non-Relevant
163	Multi-Use Path along North Metro RR Line, 70th to 160th Avenue	82	Non-Motorized	Non-Relevant
164	ADCO Trail along RTD Gold Line, Sheridan to Lowell Boulevard	82	Non-Motorized	Identified
165	Clay Community Outfall (Phase 2)	81	Drainage	In Progress
166	78th Avenue Roadway Improvement, Downing to Steele Street (Multimodal)	81	Roadway	Identified
166	79th Avenue Roadway Improvement, Downing to Steele Street (Multimodal)	81	Non-Motorized	Identified
167	Kalcevic Gultch Project–5-yr CIP	7	Drainage	Completed/To Be Completed In 2016
168	Hoffman Drainage Project–5-yr CIP	7	Drainage	Completed/To Be Completed In 2016
169	Federal Boulevard Landscaping, 52nd to 62nd Avenue	7	Roadway/Traffic	Completed/To Be Completed In 2016
170	Pedestrian bridge over Clear Creek for enhance Station Access from trail	82	Non-Motorized	Identified
171	York Street Water & Sewer Improvements, 78th to 88th Avenue	85	Water/Sanitation	Identified
172	Federal Boulevard Medians for Street Lights, 52nd to 67th Avenue	7,9	Roadway/Traffic	Completed/To Be Completed In 2016
173	60th Avenue On-Street Bikeway, Sheridan to Lowell Boulevard	13,82	Non-Motorized	Completed/To Be Completed In 2016

Project Number	Recommendation or Project Name/Description	Plan IDs	Project Type	Project Status
174	Clay Street Trail, 52nd Avenue to Clear Creek Trail (Multi-Use)	14,82	Non-Motorized	Completed/To Be Completed In 2016
175	Clear Creek Trail Improvement, BSNF RR to 76th Avenue	82	Non-Motorized	Completed/To Be Completed In 2016
176	Grade Separation at Pecos Rail Crossing Near Pecos Station	18,22,74	Roadway/Traffic	Completed/To Be Completed in 2016
177	New Signalized Intersection, Federal Boulevard and 58th Avenue	18,74	Roadway/Traffic	Completed/To Be Completed in 2016
178	New Signalized Intersection, Federal Boulevard and Proposed Elm Court	18,74	Roadway/Traffic	Completed/To Be Completed in 2016
179	New Signalized Intersection, Federal Boulevard and Proposed Clay Street	18,74	Roadway/Traffic	Completed/To Be Completed in 2016
180	New Signalized Intersection, Federal Boulevard and 62nd Avenue	9,18,74	Roadway/Traffic	Completed/To Be Completed in 2016
181	New/Improved Intersection Pecos Street and 62nd Avenue	74	Roadway/Traffic	Completed/To Be Completed in 2016
182	Clear Creek Trail Improvement Under BNSF Rail line	18,74	Non-Motorized	Completed/To Be Completed in 2016
183	DRCOG Regional Bike Corridor-Small Segment left	82	Non-Motorized	Completed/To Be Completed In 2016
184	Coronado Pkwy (Niver Creek) S. Platte River to Washington Street	82	Non-Motorized	Completed/To Be Completed In 2016
185	York Street Water and Sewer Improvements, 58th Avenue to SH224	85	Water/Sanitation	Identified
186	58th Avenue Non-Motorized Connection to Sheridan Station	82	Non-Motorized	Identified
187	60th Avenue Non-Motorized Connection to Sheridan Station	82	Non-Motorized	Identified
188	Steele/Clayton Street Realignment	81	Roadway/Traffic	Identified

Table 7-2: Plan ID Key

Plan ID	Plan/Study/Report Name	Agency	Other Agency(s)	Date	Document Type
1	US 287 & 69th Bridge Replacement over BNSF & RTD Railways	Westminster	Colorado DOT	TBD	Project highlights
2	Goat Hill Neighborhood	Adams County		TBD	Neighborhood Plan
3	South Westminster Revitalization Strategy	Adams County	City of Westminster, RTD, CDOT, UDFCD, DRCOG	TBD	Open House Presentation
4	Federal Boulevard Health Impact Assessment	Adams County	Tri-County Health	2015	Health Impact Assessment
5	Development Engineering Fee Schedule	Adams County		?	Development Fee
6	Permit Applications (ROW)	Adams County		?	Right of Way Application
7	2016 Preliminary Budget Book	Adams County		2015	5-Year CIP
8	Quality of Life Survey	Adams County		2014	Survey Results
9	Federal Boulevard Framework Plan	Adams County		2014	Long Range Plan/Corridor Plan
10	Welby: Where Deep Roots Grow	Adams County	Welby Community	2014	Community Plan
11	Adams County Mission, Vision, Values and Goals	Adams County		2012	Mission Statement
12	Imagine Adams County	Adams County		2012	County Comprehensive Plan
13	Open Space, Parks & Trails Master Plan	Adams County		2012	Master Plan
14	Imagine Adams County Transportation Plan	Adams County		2012	Transportation Plan
15	Stormwater Utility Fee	Adams County		2012	Utility Fee
16	I-70 Corridor Economic Assessment	Adams County	I-70 Regional Economic Advancement Partnership, Arapahoe County	2011	Economic Assessment
17	Balanced Housing Plan	Adams County		2009	Housing Plan
18	Clear Creek Transit Village Vision Plan	Adams County	TOD Group	2009	Vision Plan
19	Berkeley Neighborhood Plan	Adams County	Berkeley Neighborhood Association	2008	Neighborhood Comprehensive Plan
20	Transit Oriented Development and Rail Station Area Planning Guidelines	Adams County		2007	Planning Guidelines
21	Mineral Extraction Plan	Adams County		2005	Master Plan
22	Southwest Adams County Framework for Future Planning	Adams County		2005	Framework Plan
23	Riverdale Road Corridor Plan	Adams County		2005	Corridor Plan
24	Development Standards and Regulations	Adams County		2005	Standards and Regulations
25	Westminster Station (Commuter Rail)/Station Plaza North, South Westminster Revitalization	Westminster		TBD	Station Plan
26	Vision Downtown Westminster	Westminster		TBD	Downtown Plan
27	Westminster Center Station	Westminster		TBD	Project Overview

Plan ID	Plan/Study/Report Name	Agency	Other Agency(s)	Date	Document Type
28	Walnut Creek Station, Westminster	Westminster		TBD	Project Overview
29	Downtown Westminster Infographic	Westminster		?	Infographic
30	City of Federal Heights Construction Projects	Federal Heights		2015	Construction Projects
31	Original Thornton at 88th Station Area Master Plan	Thornton		2015	Station Master Plan
34	Gold Line 2015 Fact Sheet	RTD FasTracks		2015	Fact Sheet
35	Arvada Comprehensive Plan	Arvada		2014	Comprehensive Plan
36	Trails Master Plan	Westminster		2014	Master Plan, Map
37	Northglenn Capital Improvement Projects	Northglenn		2014	Projects
38	Downtown Specific Plan	Westminster		2014	Downtown Plan
39	Thornton Urban Center Study	Thornton		2013	Urban Center Study
40	Westminster Comprehensive Plan	Westminster		2013	Comprehensive Plan
41	Thornton Comprehensive Plan	Thornton		2012	Comprehensive Plan
42	South Thornton Revitalization Subarea Plan	Thornton		2011	Revitalization Subarea Plan
43	Commerce City Transportation Plan	Commerce City		2010	Transportation Plan
44	Northglenn Comprehensive Plan	Northglenn		2010	Comprehensive Plan
45	Thornton Housing Mater Plan	Thornton		2010	Housing Plan
46	North Washington Street Widening	Thornton		2010	Prelim Design Report
47	Commerce City Land Development Code	Commerce City		2009	Land Development Code
48	Thornton Transportation Plan	Thornton		2009	Transportation Plan
49	Westminster Comprehensive Roadway Plan Update	Westminster		2008	Comprehensive Roadway Plan
50	South Westminster Urban Renewal Plan	Westminster		2006	Renewal Plan
51	City of Federal Heights 1997 Comprehensive Plan	Federal Heights		1997	Comprehensive Plan
52	Federal Boulevard Corridor Plan	Denver		1995	Area Plan
74	Clear Creek TOD Plan	Adams County		2009	Comprehensive Plan
75	Third Quarter Budget Update	Adams County		2015	Budget
76	Report on the First Building Healthy Corridors Workshop Federal Boulevard, 52 to 72 Avenue (Denver, Adams County, Westminster)	Adams County	Urban Land Institute, The Colorado Health Foundation	2015	Healthy Corridor Workshop
77	Adams County Colorado Analysis of Impediments to Fair Housing	Adams County		2015	Analysis to Fair Housing
78	Arvada Transit Station Framework Plan - Sheridan Station	City of Arvada		2007	Station Area Plan
79	Commerce City Station Area Master Plan	Commerce City		2013	Station Area Plan
81	Clay Community Outfall Project	Adams County		2013	Preliminary Design

Plan ID	Plan/Study/Report Name	Agency	Other Agency(s)	Date	Document Type
82	Adams County Bicycle and Trails GIS Data	Adams County		2015	GIS Dataset
83	Public Identified Extra Projects	Adams County	Public	2016	Public Input
84	Westminster: Making Connections Southwest Adams County Planning and Implementation Plan	Westminster	Adams County	2016	Implementation Plan
85	North Washington Water & Sanitation District CIP	North Washington Waster & Sanitation District	Adams County	2016	Capital Improvement Program

Figure 7-2: Completed/To Be Completed in 2016 Projects

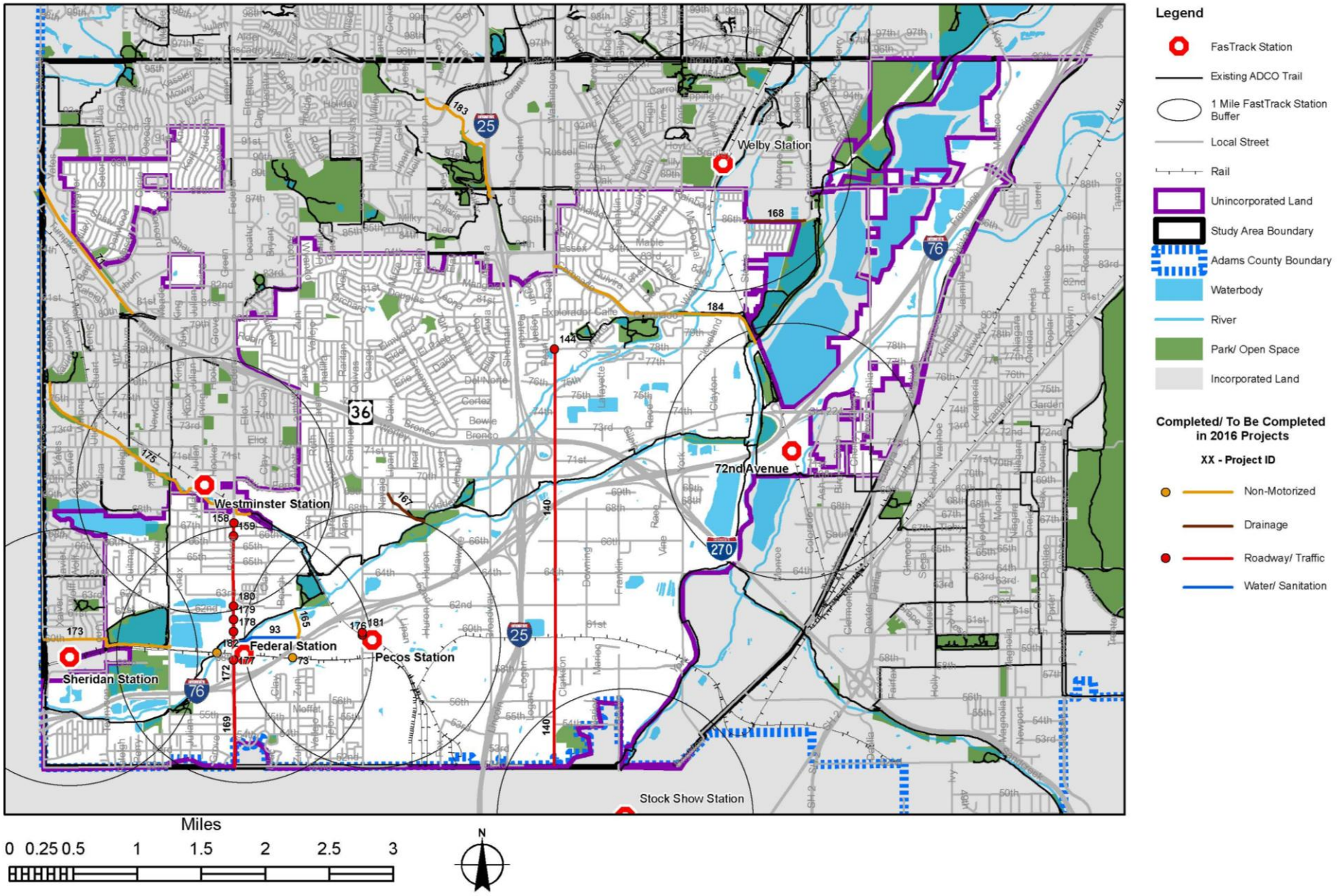


Table 7-3: Completed/To Be Completed In 2016 Project List

Project Number	Recommendation or Project Name/Description	Plan IDs	Project Type	Project Status
73	Grade Separation at RR for Zuni/Clay Street Multi-Use Path	14,82	Non-Motorized	Completed/To Be Completed In 2016
93	Waterline Replacement on 60th Avenue, Federal Boulevard to Zuni Street	22	Water/Sanitation	Completed/To Be Completed In 2016
140	Washington Street Improvement, 52nd to 58th Avenue	14,22	Roadway/Traffic	Completed/To Be Completed In 2016
140	Washington Street Improvement, 58th to 72nd Avenue	14,22	Roadway/Traffic	Completed/To Be Completed in 2016
144	Intersection Improvement, Washington Street and 78th Avenue	10	Roadway/Traffic	Completed/To Be Completed In 2016
158	Federal Boulevard and 67th Avenue Intersection Improvement	9	Roadway/Traffic	Completed/To Be Completed In 2016
159	Federal Boulevard and 66th Avenue Intersection Improvement	9	Roadway/ Traffic	Completed/To Be Completed In 2016
167	Kalcevic Gultch Project-5-yr CIP	7	Drainage	Completed/To Be Completed In 2016
168	Hoffman Drainage Project-5-yr CIP	7	Drainage	Completed/To Be Completed In 2016
169	Federal Boulevard Landscaping, 52nd to 62nd Avenue	7	Roadway/Traffic	Completed/To Be Completed In 2016
172	Federal Boulevard Medians for Street Lights, 52nd to 67th Avenue	7,9	Roadway/Traffic	Completed/To Be Completed In 2016
173	60th Avenue On-Street Bikeway, Sheridan to Lowell Boulevard	13,82	Non-Motorized	Completed/To Be Completed In 2016
174	Clay Street Trail, 52nd Avenue to Clear Creek Trail (Multi-Use)	14,82	Non-Motorized	Completed/To Be Completed In 2016
175	Clear Creek Trail Improvement, BSNF RR to 76th Avenue	82	Non-Motorized	Completed/To Be Completed In 2016
176	Grade Separation at Pecos Rail Crossing Near Pecos Station	18,22,74	Roadway/Traffic	Completed/To Be Completed in 2016
177	New Signalized Intersection, Federal Boulevard and 58th Avenue	18,74	Roadway/Traffic	Completed/To Be Completed in 2016
178	New Signalized Intersection, Federal Boulevard and Proposed Elm Court	18,74	Roadway/Traffic	Completed/To Be Completed in 2016
179	New Signalized Intersection, Federal Boulevard and Proposed Clay Street	18,74	Roadway/Traffic	Completed/To Be Completed in 2016
180	New Signalized Intersection, Federal Boulevard and 62nd Avenue	9,18,74	Roadway/Traffic	Completed/To Be Completed in 2016
181	New/Improved Intersection Pecos Street and 62nd Avenue	74	Roadway/Traffic	Completed/To Be Completed in 2016
182	Clear Creek Trail Improvement Under BNSF Rail line	18,74	Non-Motorized	Completed/To Be Completed in 2016
183	DRCOG Regional Bike Corridor-Small Segment left	82	Non-Motorized	Completed/To Be Completed In 2016
184	Coronado Parkway (Niver Creek) South Platte River to Washington Street	82	Non-Motorized	Completed/To Be Completed In 2016

Figure 7-3: Non-Relevant Projects

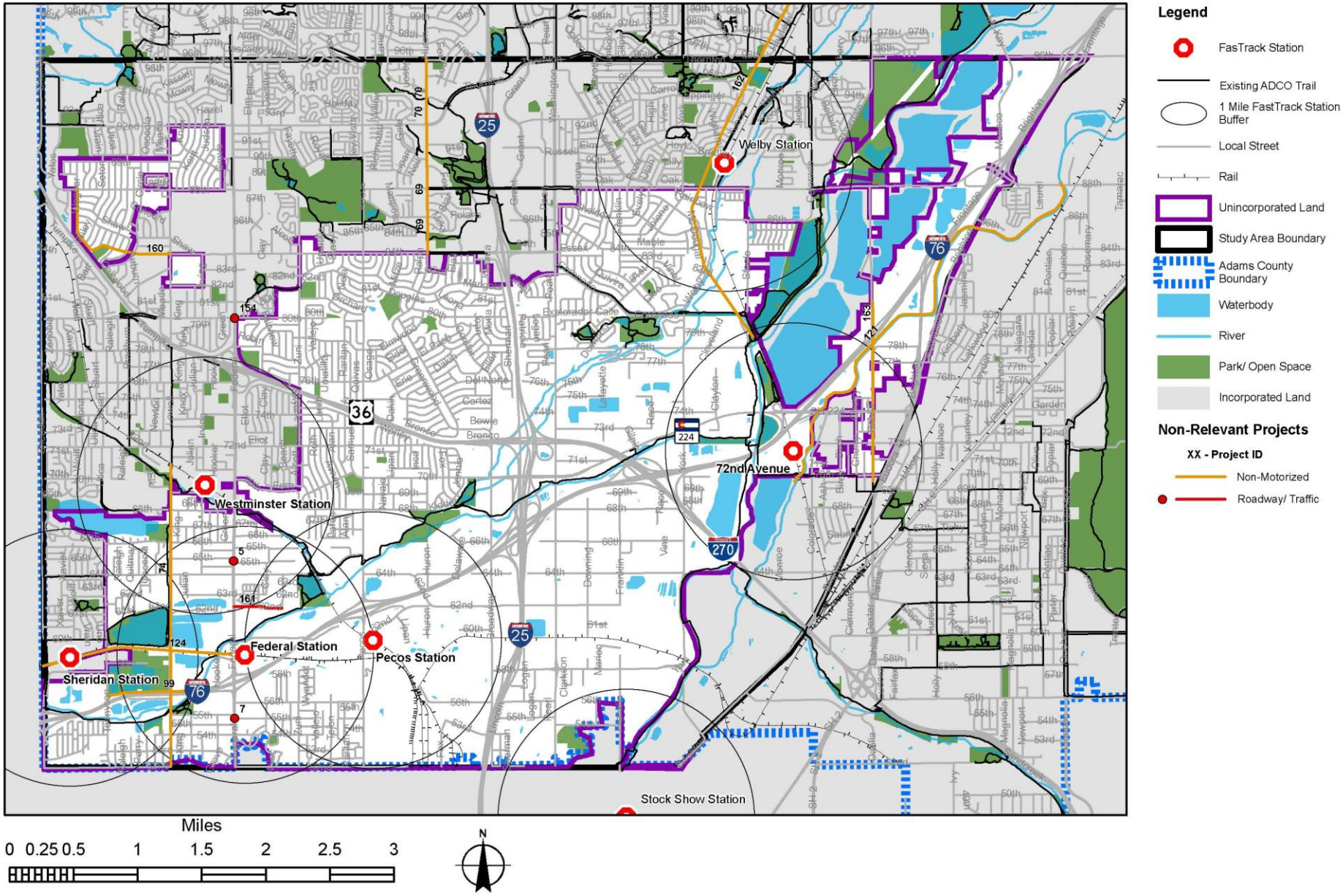


Table 7-4: Non-Relevant Project List

Project Number	Recommendation or Project Name/Description	Plan IDs	Project Type	Project Status
5	65th Avenue Alignment to four-way Intersection	9	Roadway/Traffic	Non-Relevant
7	Intersection Improvement, 64th Avenue and Federal Boulevard	4	Roadway/Traffic	Non-Relevant
69	Huron Street Widening, 84th Avenue to Thornton Parkway	14,48	Roadway/Traffic	Non-Relevant
70	Huron Street Widening, Thornton Parkway to 97th Avenue	14,48	Roadway/Traffic	Non-Relevant
74	Lowell Boulevard On-Street Bike or Separated Multi-Use Path, 52nd Avenue to RR/71st Avenue	13,14,22,82	Non-Motorized	Non-Relevant
99	Trail Improvement, Tennyson Street and I-76 to Clear Creek Trail	13,22	Non-Motorized	Non-Relevant
121	ADCO Off-Street Trail Along O'Brian Canal	82	Non-Motorized	Non-Relevant
124	ADCO Trail Along RR Line, Lowell to Federal Boulevard	13,82	Non-Motorized	Non-Relevant
154	Intersection Improvement, Federal Boulevard and 80th Avenue	10,22	Roadway/Traffic	Non-Relevant
160	On-Street Bikeway on Wagner Street, Lowell Boulevard to 88th Avenue	13	Non-Motorized	Non-Relevant
161	Roadway Improvement 62nd Avenue, Federal Boulevard to Clay Street	22	Roadway/Traffic	Non-Relevant
162	Multi-Use Path along North Metro RR Line, 70th to 160th Avenue	82	Non-Motorized	Non-Relevant
163	Multi-Use Path along North Metro RR Line, 70th to 160th Avenue	82	Non-Motorized	Non-Relevant

Figure 7-4: All Parks & Open Space Projects

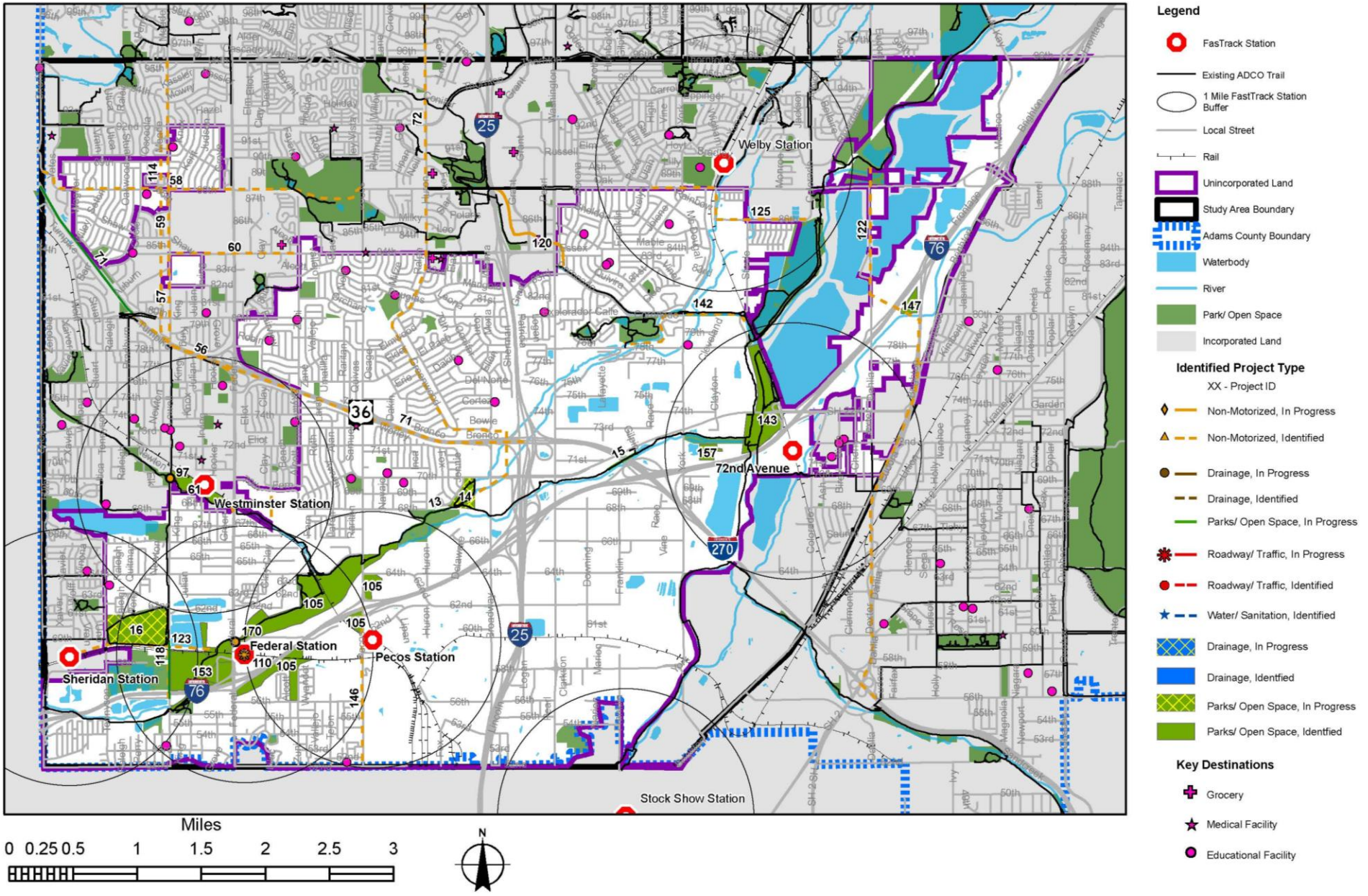


Table 7-5: All Parks & Open Space Projects List

Project Number	Project Name	Plan IDs	Project Type	Project Status
13	Clear Creek Trail Replacement	7	Parks/Open Space	In Progress
14	Twin Lakes Park Renovation	7	Parks/Open Space	In Progress
15	Clear Creek Trail Access	7	Parks/Open Space	In Progress
16	Jim Baker Reservoir Renovations	12, 22, 7	Parks/Open Space	In Progress
56	Turnpike Multi-Use/Westminster Proposed Trail	13,36	Non-Motorized	Identified
57	Multi-Use/Westminster Trail Lowell Boulevard, 79th to 84th Avenue	13,40	Non-Motorized	Identified
58	Adams County Bike Facility/Multi-Use Path, 88th Avenue	13	Non-Motorized	Identified
59	Multi-Use Path/Westminster Trail Lowell Boulevard, 84th to 96th Avenue	13,40	Non-Motorized	Identified
60	Westminster Proposed Sidewalk Development	13,36	Non-Motorized	Identified
61	Park/Open Space Adjacent to Westminster Station Area	12,13	Parks/ Open Space	Identified
71	U.S. 36 Multi-Use Path, I-25 to Sheridan Boulevard	14	Non-Motorized	Identified
72	Huron Street Trail, Multi-Use Path U.S. 36 to 160th Avenue	14,84	Non-Motorized	Identified
97	Trail Access Improvement Lowell Boulevard and Little Dry Creek	22	Non-Motorized	Identified
105	Park and Open Space in Clear Creek TOD Plan	12,18, 74	Parks/Open Space	Identified
105	Park and Open Space in Clear Creek TOD Plan	12,18, 74	Parks/Open Space	Identified
105	Park and Open Space in Clear Creek TOD Plan	12,18,74	Parks/Open Space	Identified
105	Park and Open Space in Clear Creek TOD Plan	18,74	Parks/Open Space	Identified
110	Pedestrian bridge to Federal Station	18,22,74	Non-Motorized	In Progress
114	Meade/Lowell Boulevard Bike Facility, U.S. 36 to 91st Avenue	82	Non-Motorized	Identified
118	Improved Railroad Crossing/Infrastructure	82	Non-Motorized	Identified
118	Improved Railroad Crossing/Infrastructure	82	Roadway/Traffic	Identified
120	DRCOG Regional Bike Corridor Segment	82	Non-Motorized	In Progress
122	DRCOG Community Bicycle Corridor	82	Non-Motorized	Identified
123	ADCO Multi-Use Trail Improvement/Development	13,82	Non-Motorized	Identified
125	Adams County Local Trail	82	Non-Motorized	Identified
138	Construct Sidewalk connecting to Little Dry Creek Trail	84	Non-Motorized	Identified
142	Trail Improvements South Platte River to Rotella Park	10	Non-Motorized	Identified
143	New/ Improved Park Open Space	10	Parks/Open Space	Identified
146	Pecos Street Bike/Trail Facility	22,74,13,82	Non-Motorized	Identified
147	Park/ Open Space Development or Improvement	12,13	Parks/Open Space	Identified
153	New/ Improvement of Park/Open Space	22	Parks/Open Space	Identified
155	Little Dry Creek Access from 70th Avenue	82	Non-Motorized	Identified
157	New Park/Park Improvement	10	Parks/Open Space	Identified
170	Pedestrian Bridge over Clear Creek	82	Non-Motorized	Identified

Figure 7-5: Urban Drainage & Flood Control District and Adams County Drainage/Stormwater Improvements

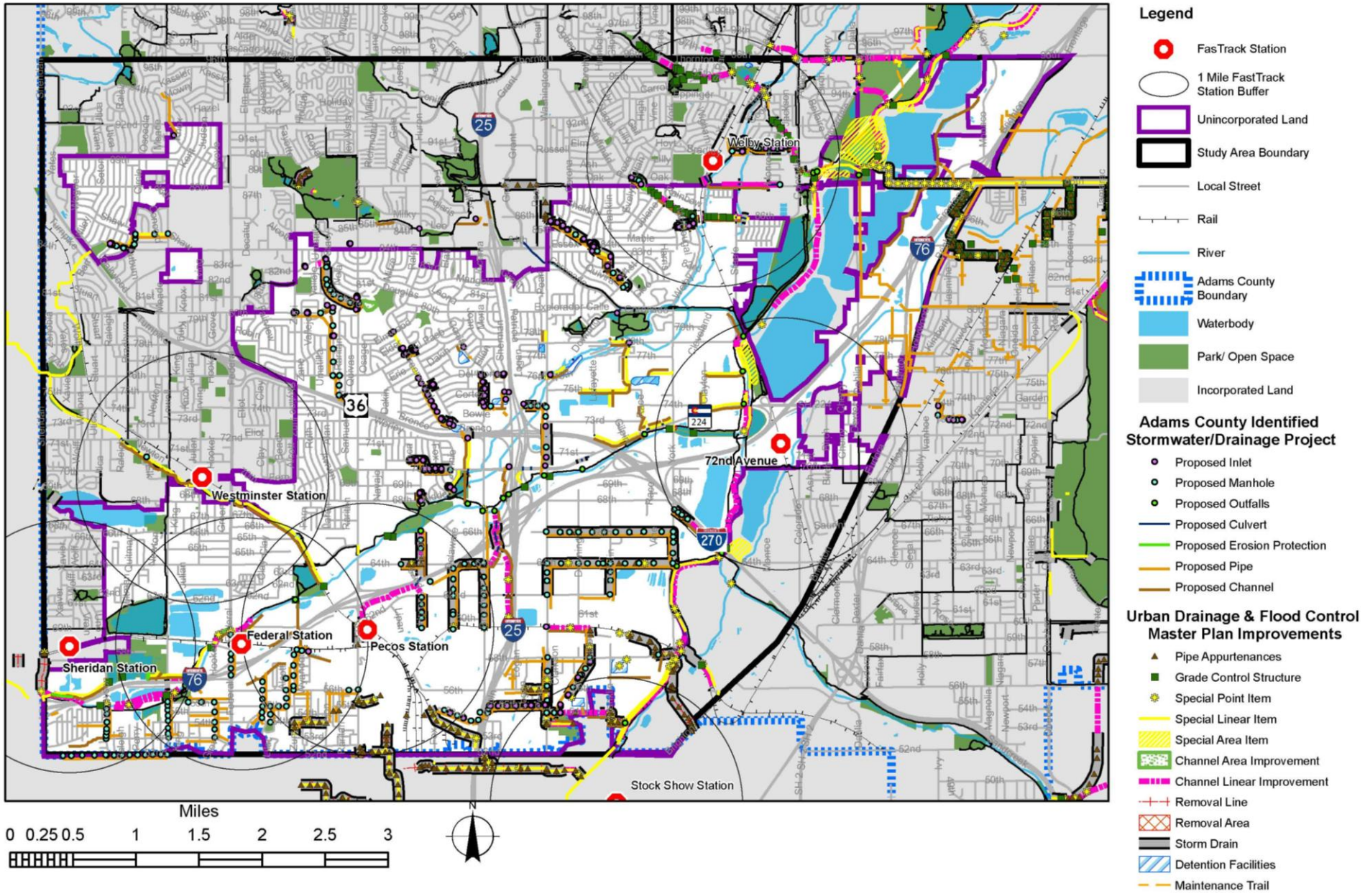
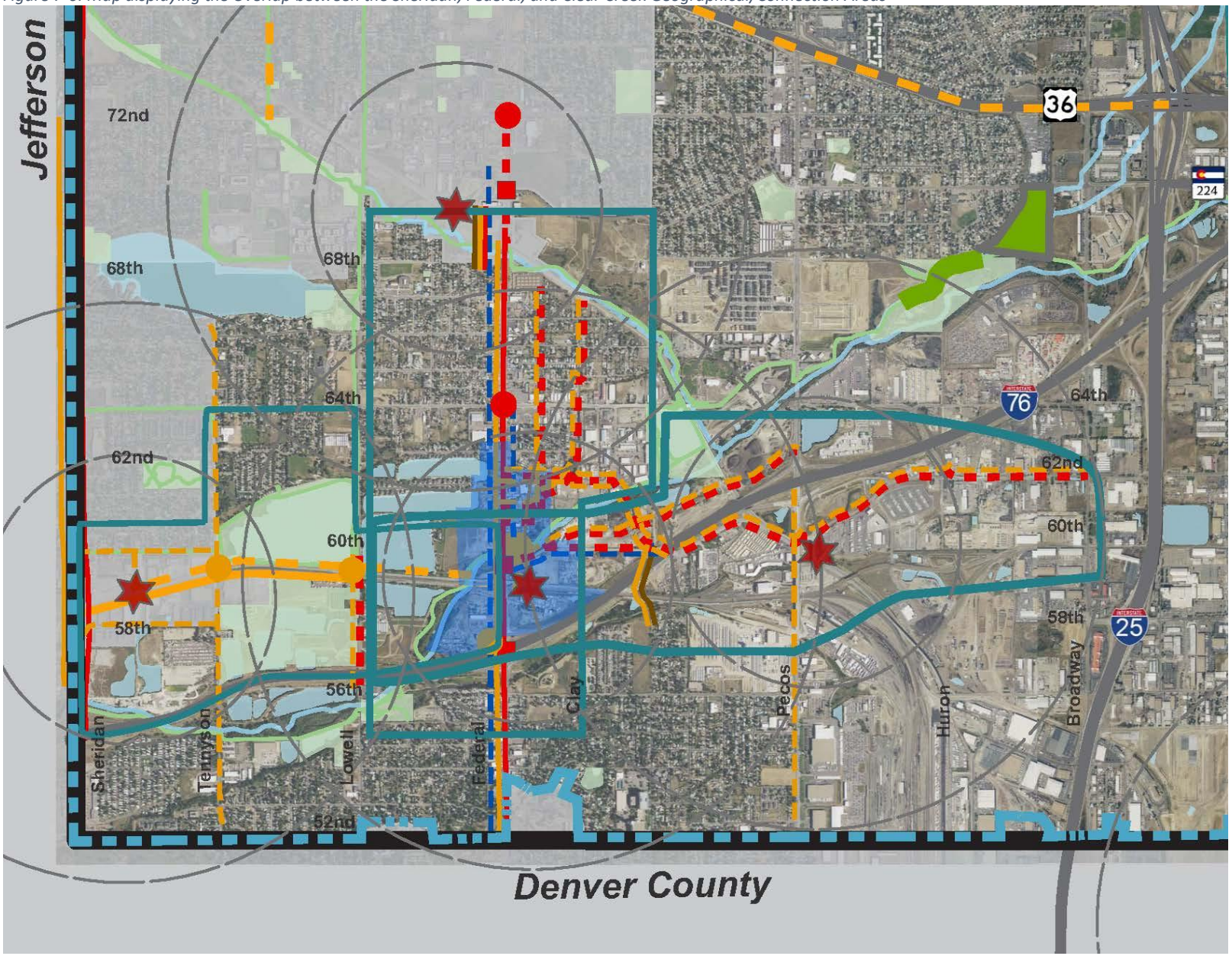


Figure 7-6: Map displaying the Overlap between the Sheridan, Federal, and Clear Creek Geographical/Connection Areas



8 APPENDIX B: PEL PROCESS & FEDERAL BOULEVARD

Planning and Environmental Linkages (PEL) represents an approach to transportation decision-making that considers environmental, community, and economic goals early in the planning stage and carries them through project development, design, and construction. This can lead to a streamlined decision-making process that minimizes duplication of effort, promotes efficient and cost-effective solutions, environmental stewardship, and reduces delays in project implementation. PEL decisions and analyses can be used to:

- Identify and prioritize future projects;
- Develop the purpose and need for a project or set of projects;
- Determine project scope, including size and length;
- Develop and refine a range of alternatives; and
- Identify phased implementation and funding opportunities for projects.

Adams County has expressed interest in conducting a PEL study on Federal Boulevard (I-70 to 84th Avenue) in an effort to develop a consistent corridor vision that incorporates multimodal options, streetscape aesthetics, and community cohesiveness, while improving travel through this part of the County. Additionally, Adams County has begun coordination discussions with City and County of Denver, City of Westminster, CDOT, and the various Water and Sanitation Districts in the area. A PEL study on Federal Boulevard could link the larger "Making Connections Plan" to environmental issues and result in useful information that carries forward into project development and a more focused National Environmental Policy Act (NEPA) process. Some recent and ongoing projects in the Federal Boulevard corridor include:

- Tri-County Health Department completed a Health Impact Assessment including a crash assessment and sidewalk inventory.
- CDOT (in cooperation with Adams County) recently completed safety improvements include a new median with street lighting and landscaping between 62nd Avenue and 67th Avenue. This median design was used to limit left turn movements along the corridor, thereby reducing potential crash occurrences in this portion of the corridor.
- CDOT is currently constructing a new bridge from 67th Avenue to 71st Avenue.

To better understand the existing conditions in the corridor between 52nd and 72nd Avenues for the Federal Connection area within unincorporated Southwest Adams County, the project team evaluated the traffic configuration in these areas and determined the corridor can generally be divided into three parts. Although the right-of-way varies greatly the travel lane configuration is fairly consistent across these three segments. The existing corridor design and identified projects are summarized in Figures 8-1 through 8-9.

Figure 8-1: Existing Mid-Block Cross Section, Federal Boulevard, 52nd to 56th Avenue

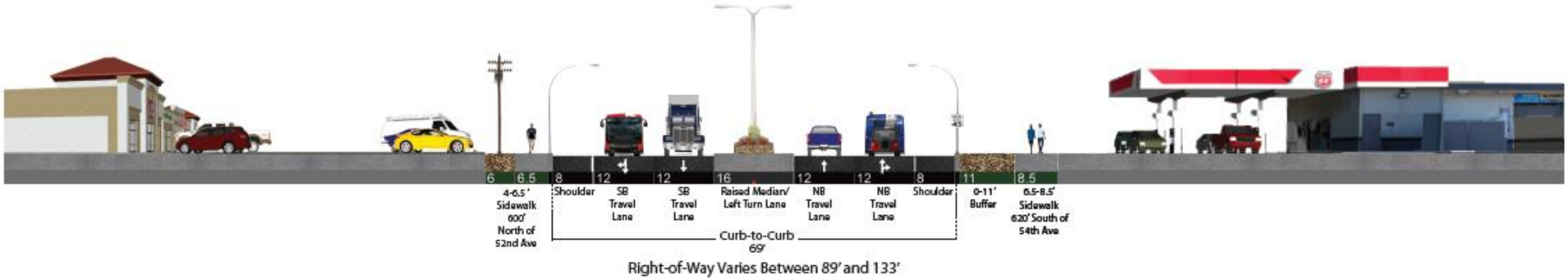


Figure 8-2: Identified Projects, Federal Boulevard, 52nd to 56th Avenue

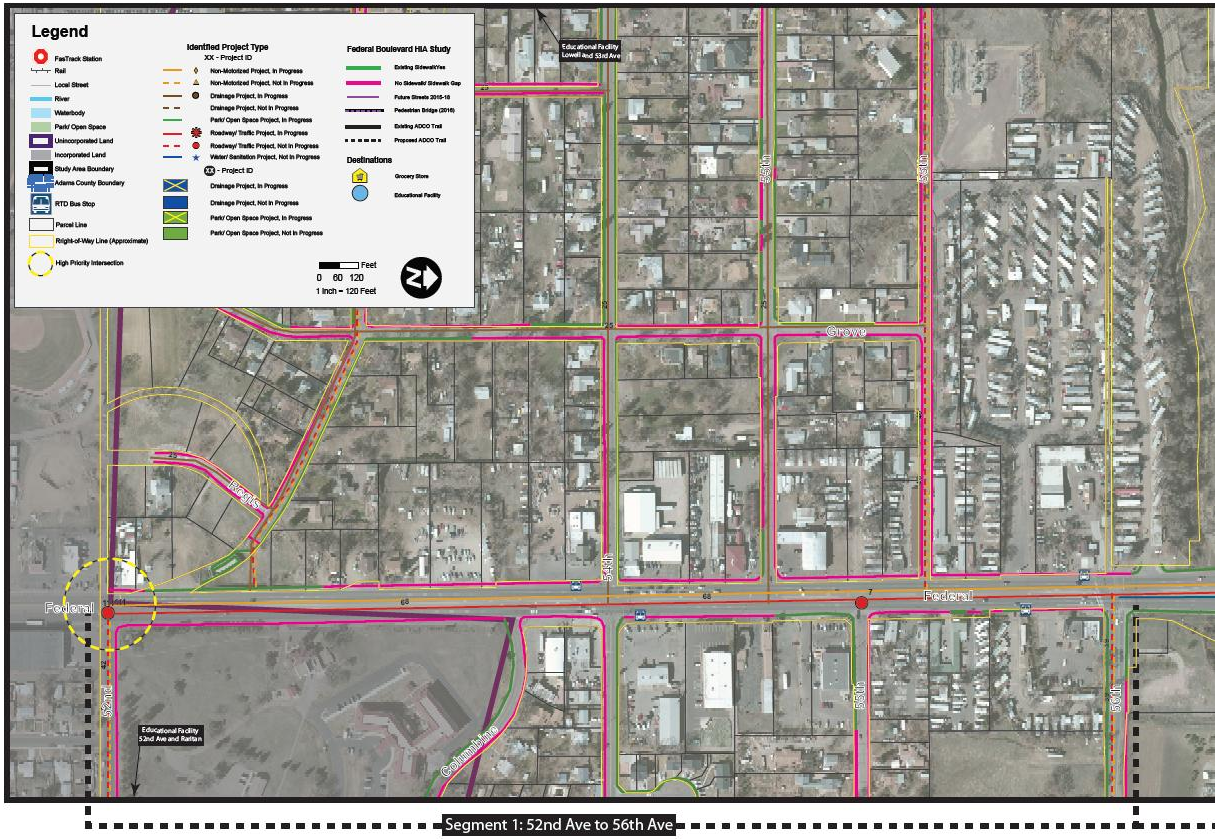


Figure 8-3: Identified Projects, Federal Boulevard, 56th to 67th Avenue

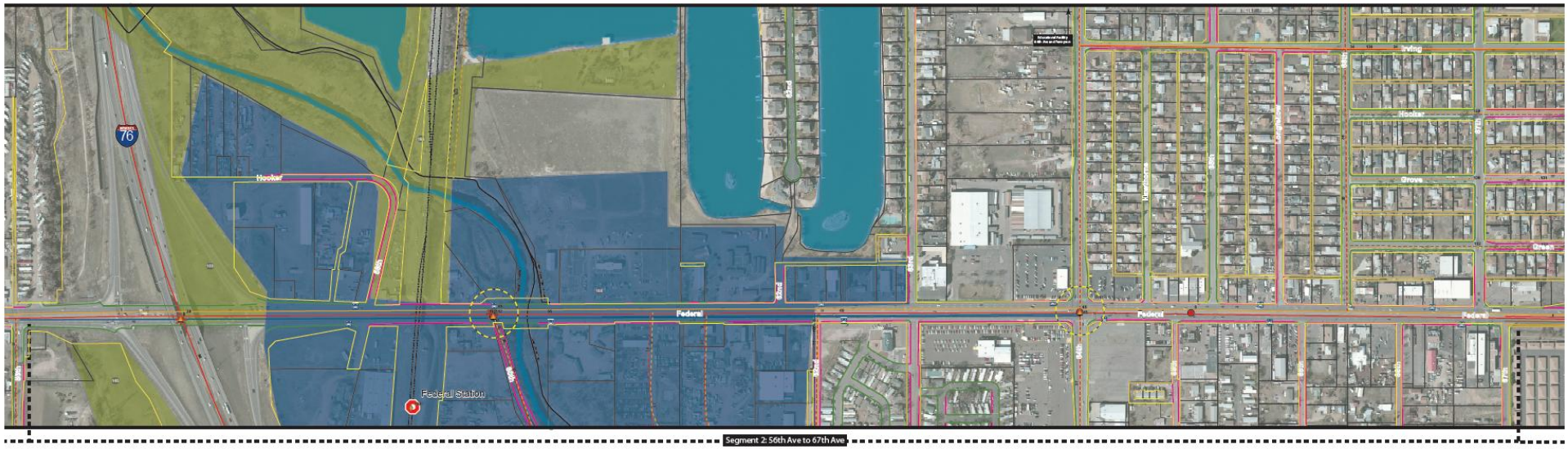


Figure 8-4: Existing Mid-Block Cross Section, Federal Boulevard, 56th to 67th Avenue

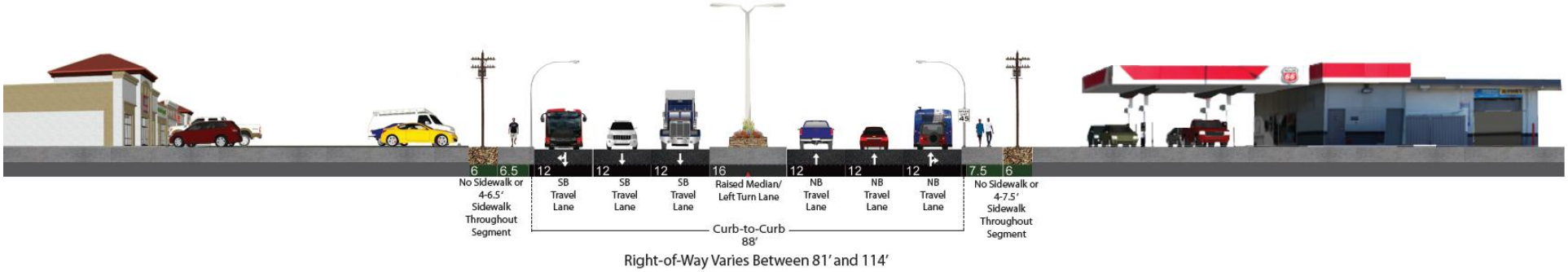


Figure 8-5: Identified Projects, Federal Boulevard, 67th to 70th Avenue

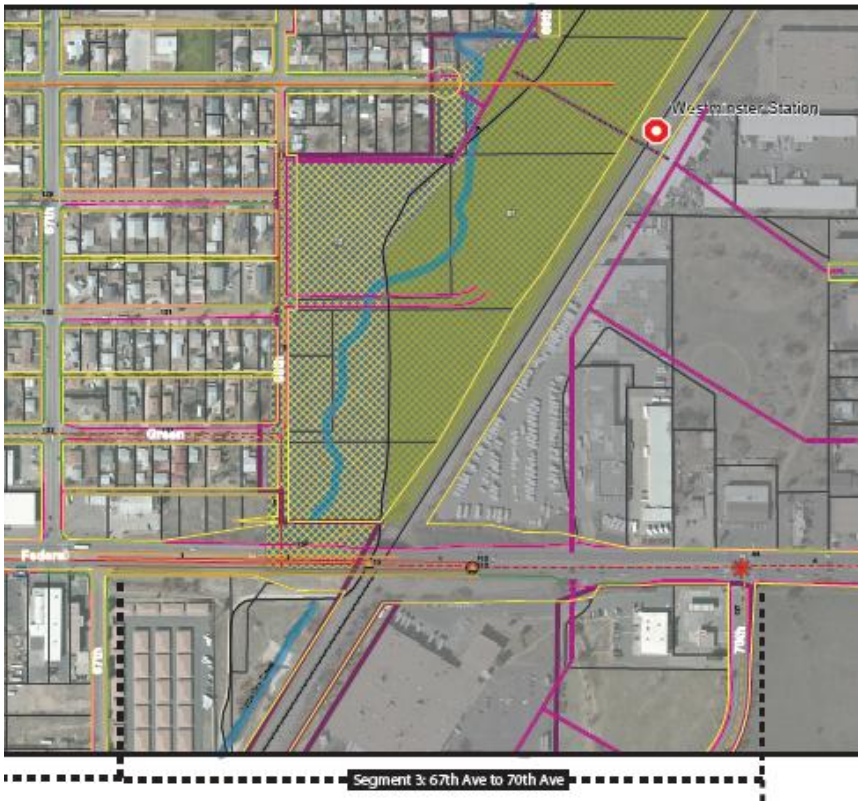


Figure 8-6: Existing Mid-Block Cross Section, Federal Boulevard, 67th to 70th Avenue

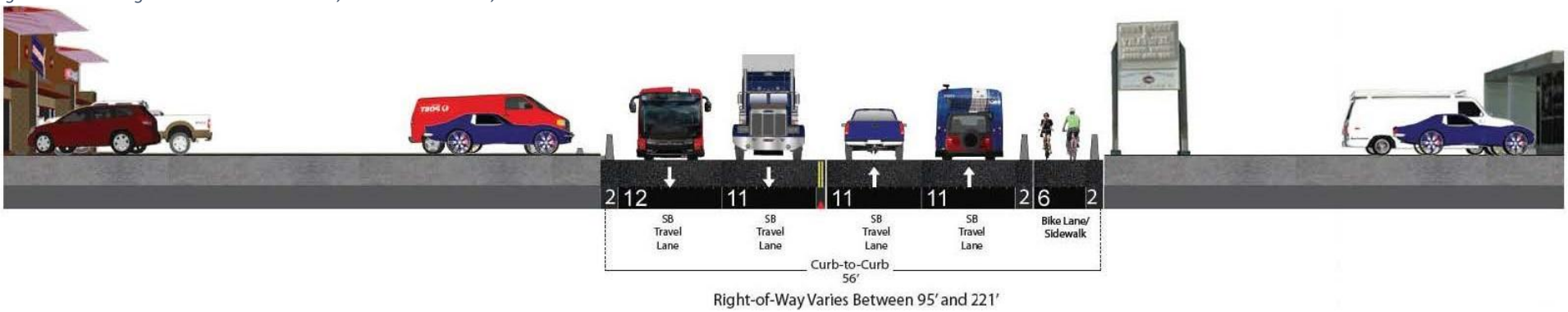


Figure 8-7: Identified Projects, Federal Boulevard, 70th to 72nd Avenue

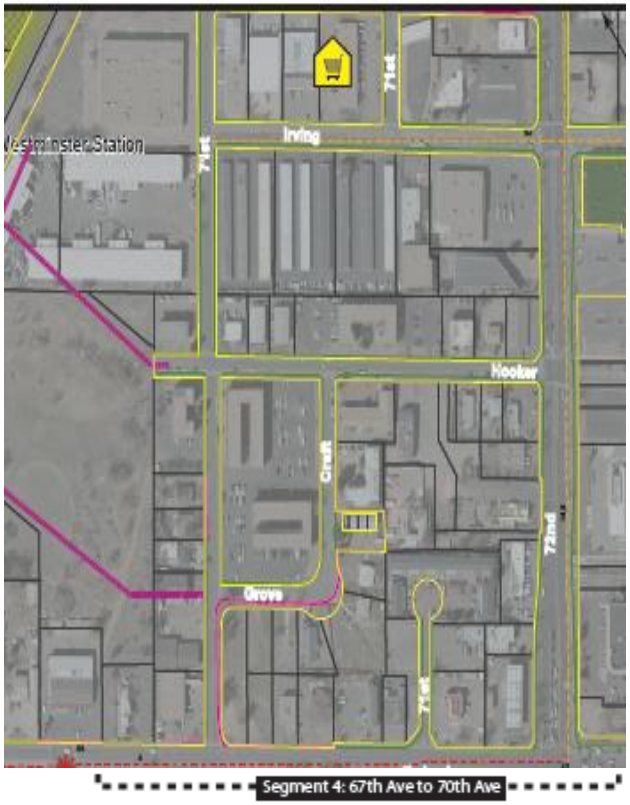


Figure 8-8: Existing Mid-Block Cross Section, Federal Boulevard, 70th to 72nd Avenue

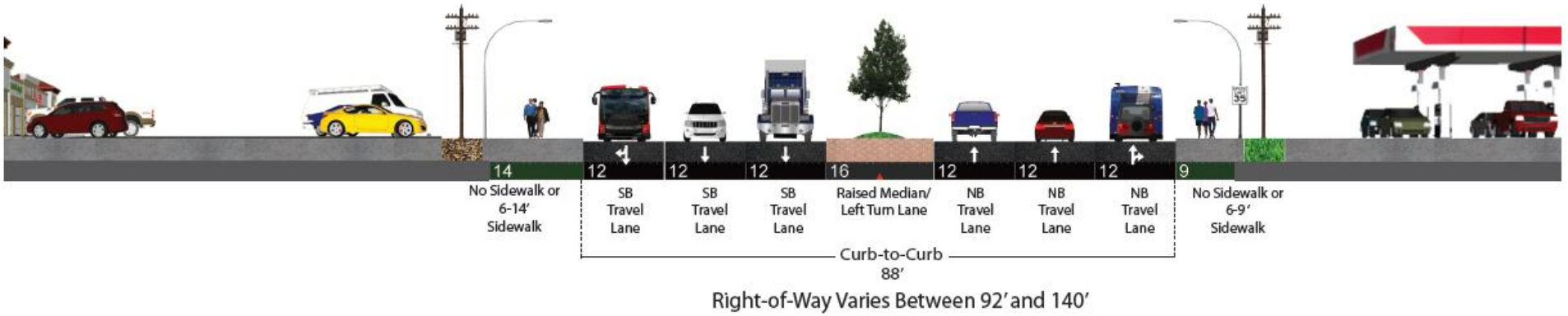
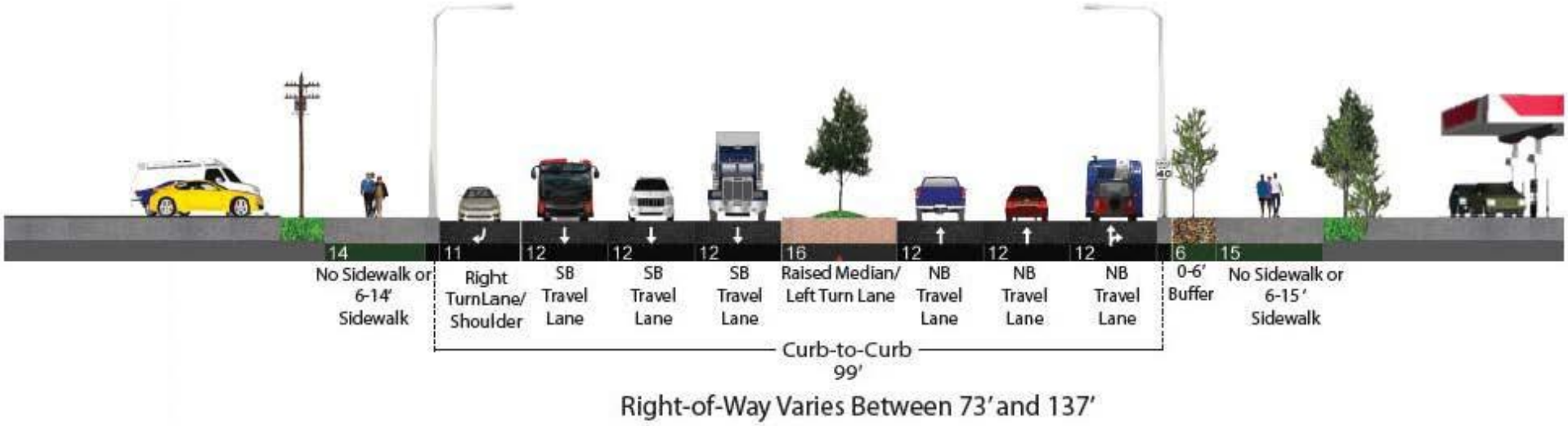


Figure 8-9: Existing Mid-Block Cross Section, Federal Boulevard, North of 72nd Avenue



8.1 Potential Outcomes of a PEL Study

A PEL study can help answer a number of different questions early in the planning process and therefore result in a variety of potential outcomes. Flexibility is a key advantage to utilizing the PEL process, making it an efficient approach for collecting and analyzing data to promote better decision-making. Here are a few examples of potential outcomes of a PEL process:

- A specific project may be identified to advance into project development and NEPA.
- A set of improvements could be identified with recommendations for priorities to address transportation needs over a longer term.
- Identification of stakeholders that will, could, or should be involved in decision-making.
- Identification of funding or other opportunities for implementation of projects.
- Analysis of options such as tolling or other financial options for delivering a project.
- Analysis of what type of improvement, including modes, might meet identified transportation needs.
- Identification of the political climate, needs and desires for a corridor crossing multiple jurisdictions.

The flexibility offered by a PEL study requires identification of clear goals and desired outcomes by the decision-makers. The more importance placed early in the process for how the PEL information is intended to be used, the better positioned the project(s) will be for advancing to the next step in project development. PEL is a federal process developed by the Federal Highway Administration (FHWA), and as such early and continuous coordination with FHWA and CDOT is vital to the success of any PEL and any projects resulting from its study.

8.2 PEL and the NEPA Process

One major goal of all PEL studies is to streamline the NEPA process for any future projects. Much of the work completed in a PEL study can be directly applied towards achieving NEPA milestones, including definition of purpose and need, data collection and analysis, alternatives development and screening, and public and stakeholder engagement. In order for the work completed in a PEL study to be applicable in NEPA for a future project, proper documentation is essential. Here are few highlights of how PEL and NEPA can work together:

- The PEL process ensures environmental issues are considered in planning and result in information that carries forward into a more focused NEPA process.
- PEL is not intended as a substitute for the NEPA process. Although PEL studies address some aspects of NEPA, it should cost less and take less time than a NEPA process.
- A PEL study may be used to establish project purpose and need, analyze alternatives, or evaluate environmental impacts and mitigation, all within a framework that correlates with a future NEPA process.
- PEL studies can recommend an alternative or alternatives to be carried forward into NEPA but cannot identify a NEPA preferred alternative. The NEPA process determines the final eliminated and preferred alternatives.

8.3 Potential Benefits of PEL

A PEL study can provide a variety of benefits, as it provides a variety of potential outcomes, but the ultimate goal of any PEL process is to support better decision-making in planning and project development. Listed below are a number of added benefits that could result from use of the PEL process:

- Identification and engagement of stakeholders early in the planning process;
- Development of collaborative working relationships with resource agencies and the public by enhancing participation and coordination efforts;
- Increased consideration of environmental impacts early within the transportation planning process to help ensure that projects selected for funding are able to proceed more quickly through NEPA;
- Assistance with NEPA Class of Action determination (Categorical Exclusion [CE], Environmental Assessment [EA], Environmental Impact Statement [EIS]) prior to project development;
- Development of preliminary cost estimates for use in NEPA analysis and funding identification;
- Identification of logical termini and independent utility, and recommendation of project phasing and action plans; and
- Time and cost savings in project development and NEPA.

9 APPENDIX C: COST ESTIMATE FACTORS

Given that published planning-level cost estimates were not available from CDOT, 2014 estimates from the Florida Department of Transportation (FDOT) Long-Range Estimates (LRE) Program were used to determine planning level transportation project costs. These estimates cover the facility construction cost plus additional contingency costs that include: maintenance of traffic (10%), mobilization (10%), scope contingency (25%), Preliminary Engineering (PE) design (15%), and Construction Engineering and Inspection (CEI) (15%). These figures exclude any additional costs associated with intersections/interchanges, improvements to cross streets, bridges longer than 20', right-of-way, landscaping, Intelligent Transportation Systems (ITS), and traffic signals. Table 9-1 contains the per-centerline-mile and per-lane-mile planning level cost estimates for various urban arterial improvements and bicycle and pedestrian facilities. Additional details related to these cost factors are provided in Table 9-2.

Table 9-1: Urban Arterial, Pedestrian and Bicycle Facilities Cost Factors

Improvement	Total Project Cost Per Centerline Mile	Total Project Cost Per Total Lane Mile
Urban Arterial		
New Construction (2-Lane Roadway) with 5' Sidewalk, and Curb & Gutter	$9,517,877	$4,758,939
New Construction (4-Lane Roadway) with 5' Sidewalk, and Curb & Gutter	$13,434,900	$3,358,725
New Construction (6-Lane Roadway) with 5' Sidewalk, and Curb & Gutter	$16,424,818	$2,737,470
Add Lanes (2 to 4 Lanes) with 5' Sidewalk, and Curb & Gutter (Includes milling and resurfacing existing pavement)	$8,803,944	$2,200,986
Add Lanes (4 to 6 Lanes) with 5' Sidewalk, and Curb & Gutter (Includes milling and resurfacing existing pavement)	$9,835,719	$1,639,287
Add Lanes (4 to 8 Lanes) with 5' Sidewalk, and Curb & Gutter (Includes milling and resurfacing existing pavement)	$12,940,650	$1,617,581
Add Lanes (6 to 8 Lanes) with 5' Sidewalk, and Curb & Gutter (Includes milling and resurfacing existing pavement)	$11,736,856	$1,467,107
Bicycle and Pedestrian Facilities		
Sidewalks Per Mile (5' Width - 1 Side)	$174,514	-
Sidewalks Per Mile (6' Width - 1 Side)	$209,417	-
Multi-Use Trail Per Mile (12' Width - 1 Side)	$333,635	-

Source: FDOT LRE, Roadway Cost Per Centerline Mile, Revised June 2014, http://www.dot.state.fl.us/planning/policy/costs/costs-D7.pdf

Table 9-2: Cost Estimate Contingency Details (Source: FDOT Roadway Cost Per Centerline Mile, Revised June 2014)

Improvement	Construction Cost From LRE	MOT *	Mobilization *	Subtotal	Scope Contingency (25%)	Total Construction Cost	PE Design (15%)	CEI (15%)	Total Project Cost Per Centerline Mile**	Total Project Cost Per Total Lane Mile
Urban Arterial										
New Construction (2-Lane Roadway) with 5' Sidewalk, and Curb & Gutter	$4,840,624	$484,062	$532,469	$5,857,155	$1,464,289	$7,321,444	$1,098,217	$1,098,217	**$9,517,877**	**$4,758,939**
New Construction (4-Lane Roadway) with 5' Sidewalk, and Curb & Gutter	$6,832,753	$683,275	$751,603	$8,267,631	$2,066,908	$10,334,539	$1,550,181	$1,550,181	**$13,434,900**	**$3,358,725**
New Construction (6-Lane Roadway) with 5' Sidewalk, and Curb & Gutter	$8,353,372	$835,337	$918,871	$10,107,580	$2,526,895	$12,634,475	$1,895,171	$1,895,171	**$16,424,818**	**$2,737,470**
Add Lanes (2 to 4 Lanes) with 5' Sidewalk, and Curb & Gutter (Includes milling and resurfacing existing pavement)	$4,477,530	$447,753	$492,528	$5,417,812	$1,354,453	$6,772,265	$1,015,840	$1,015,840	**$8,803,944**	**$2,200,986**
Add Lanes (4 to 6 Lanes) with 5' Sidewalk, and Curb & Gutter (Includes milling and resurfacing existing pavement)	$5,002,273	$500,227	$550,250	$6,052,750	$1,513,188	$7,565,938	$1,134,891	$1,134,891	**$9,835,719**	**$1,639,287**
Add Lanes (4 to 8 Lanes) with 5' Sidewalk, and Curb & Gutter (Includes milling and resurfacing existing pavement)	$6,581,386	$658,139	$723,952	$7,963,477	$1,990,869	$9,954,346	$1,493,152	$1,493,152	**$12,940,650**	**$1,617,581**
Add Lanes (6 to 8 Lanes) with 5' Sidewalk, and Curb & Gutter (Includes milling and resurfacing existing pavement)	$5,969,158	$596,916	$656,607	$7,222,681	$1,805,670	$9,028,351	$1,354,253	$1,354,253	**$11,736,856**	**$1,467,107**
Bicycle and Pedestrian Facilities										
Sidewalks Per Mile (5' Width-1 Side)	$88,939	$4,447	$14,008	$107,393	$26,848	$134,242	$20,136	$20,136	**$174,514**	-
Sidewalks Per Mile (6' Width-1 Side)	$106,726	$5,336	$16,809	$128,872	$32,218	$161,090	$24,164	$24,164	**$209,417**	-
Multi-Use Trail Per Mile (12' Width - 1 Side)	$170,032	$8,502	$26,780	$205,314	$51,329	$256,643	$38,496	$38,496	**$333,635**	-

Source: FDOT LRE, Roadway Cost Per Centerline Mile, Revised June 2014, http://www.dot.state.fl.us/planning/policy/costs/costs-D7.pdf
* A 15% MOT and Mobilization factor was used for exclusive left and right turn lanes. A 10% factor was used for all other figures.
** Total cost shown is derived from a standard typical section. Costs will need to be adjusted to account for signals, bridges, or any additional item not deemed typical.
Note:
1. Estimates were derived from FDOT LRE system
2. These figures exclude costs for intersections/interchanges, improvements to cross streets, bridges over 20', right-of-way, landscaping, ITS, and traffic signals.
3. The figures are based on market costs for Hillsborough County.
4. Costs shown are present day costs.
5. The costs developed for this report are not project-specific and should be used for preliminary estimating purposes only.

Based on previous experiences estimating planning-level costs for pedestrian-related intersection improvements, the project team developed a standard intersection improvement cost, which is documented in Table 9-3. The base assumptions for the standard pedestrian-related intersection improvements include

costs for four pedestrian signal heads, eight push buttons and associated poles, eight ADA-compliant ramps, and contingency for work related to inlets, curb and gutter, and sidewalks.

Table 9-3: Pedestrian-related Intersection Improvement Cost Factors

	Signal Head (EA)	Push Buttons (EA)	Pole (EA)	Ramps (EA)	Contingency to Include Inlets, Curb/Gutter and Sidewalk Addition or Removal	Total
Unit cost	$1,000	$1,000	$1,200	$2,000		
Number of units	4	8	8	8		
Total cost per intersection	$4,000	$8,000	$9,600	$16,000	$12,400	**$50,000**

The project team worked with the Crestview Water & Sanitation District to develop a standardized cost estimate to be used for waterline projects that did not have a predetermined cost estimate. Through the discussion, the team concluded that $331 per foot would be an accurate planning level cost estimate for the price of installing 6” and 8” water mains.

10 APPENDIX D: BALANCED HOUSING PLAN CONSIDERATIONS

The text that follows was provided by Adams County Housing Authority and includes additional considerations in the future update of the Balanced Housing Plan.

Memorandum

TO: Abel Montoya

FROM: Erin Mooney, Executive Director, Cultivando

Sarah Vogl, Director of Housing Development, Adams County Housing Authority

DATE: September 8, 2016

RE: Making Connections: Affordable Housing Policy –Mobile Home Park preservation

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Background: At the Making Connections Stakeholder meeting on 8/18/16 the issue of mobile home park preservation was raised as one important piece of the Affordable Housing Policy. Subsequent to that meeting, Erin Mooney and Sarah Vogl were asked to provide existing tools or information on the preservation of mobile home parks to the Making Connections Technical Advisory Committee about the issue.

Ms. Mooney and Ms. Vogl researched solutions for mobile home park preservation. We spoke with numerous experts who have experience or interest in this issue, both locally and nationally, including the Urban Land Conservancy, FRESC, Sharon Whitehair and many other impacted community members, Commissioner O'Dorisio, Mile High Connects, Thistle Communities, ROC USA, the former Executive Director of the National Manufactured Home Owners Association, and a few others. Please understand that the following suggested tools are not exhaustive nor should this information be taken as a policy. We view this as the start to future brainstorming sessions and planning for actions needed for moving forward on this important issue.

Challenge/Problem:

1. In Adams County there are 72 mobile home parks. Of those, 45 are comprised of 50 or more homes. We have the most mobile home parks of any county in Colorado, and mobile homes are an important part of the affordable housing solution and provide affordable home ownership opportunities to thousands of Adams County individuals and families.

2. It is well documented and understood that land value and housing prices are rising quickly in Adams County. Without a number of different strategies, policies, and programs to protect low-income and moderate-income families and neighborhoods, many Adams County residents are in the process of, or will in the near-future, being priced out of their homes. For thousands of Adams County families, mobile homes offer their only opportunity for affordable housing, and the only opportunity to own their homes. Many families who currently live in mobile home parks in Adams County would not qualify for other forms of affordable housing and are at risk of being displaced in our rapidly changing real estate market.

3. It is going to take a strong commitment on the part of Adams County Government and many other partners to use multiple affordable housing solutions and innovations if we hope to remain a county where low and moderate income families, the workers who drive our economy, elders on fixed incomes, and the children that should guide our economic future can afford to live.

Potential Tools, Solutions and Existing Programs:

1. **National model,** ROC USA (Resident Owned Communities) - assists residents of mobile home parks purchase their communities**.** It is a non-profit organization with a mission of making quality resident ownership possible nationwide. http://www.rocusa.org/
    a. Thistle Communities of Boulder is in process of becoming an affiliate. In this role they could provide assistance to resident corporations through the purchase process and beyond.
    b. ROC USA provides a specialized source of financing for resident corporations who wish to buy their communities.
    c. Across the country over 100 communities have been helped to purchase their mobile home park.
    d. Our contact at ROC USA is Mary O'Hara: Cell: 603.724.8363; mohara@rocusa.org
2. **Local municipality model** that supports mobile home park preservation: Thistle Communities in Boulder – Thistle has completed a transaction in which they have provided financing for the purchase of land at Mapleton mobile home park. Mapleton is currently run by the residents of the community. Our contact with Thistle is Mary Duvall: 303.443.0007 ext 122; mduvall@thistlecommunities.org . The County could support the development of high-quality, efficient MH parks and/or tiny communities on undeveloped County land that are operated by a resident co-operative, HOA, Housing Authority, Community Land Trust or other affordable housing non-profit agency.
3. **Policy level –** There are many policy tools to impact preservation of mobile home communities that the County should consider. These are only a few that we heard from experts in the field:
    a. Moratorium or at least very careful consideration and specific circumstances for allowing the rezoning of mobile home parks for development, at least until other options for affordable housing for those residents is available.

b. Support of State level policies that allow for stronger inclusive zoning policies locally and allow for the possibility for reasonable rent stabilization in necessary situations. In comparison to other States, CO state law is very weak on protections for MH owners and low-income renters and there are important fixes that will need support at the State level.
c. Incentives for developers and landowners to build or preserve affordable housing units, including both subsidized and below-market-rate rentals and owner-occupied units of all shapes and sizes.
d. Updates of the Comprehensive Plan and Consolidated Plans should include specific verbiage about preserving and protecting MH parks, including statements about limiting rezoning without a plan for rehoming of residents, and no net loss at the county level of affordable homeownership opportunities.
e. County policies that require the notification of sale of Mobile Home Parks – increase notification time by current land owner of mobile home park to County and home owners of an impending sale to at least 2 years and include a stated option to buy. This enables a more realistic option for the homeowners, County, ACHA, ROC USA, and other partners to have the ability to find funding and have the first option to buy.
f. Enforcement of reasonable codes and MH park rules by County (and other jurisdictions) to ensure that landowners are maintaining the park as is their legal responsibility such that homeowners may live in safe and healthy conditions, reducing hazards and blight. Ensure mobile home park landowners are included in and held to existing slum lord laws.
g. County ordinance to protect homeowners or MH park renters from unlawful evictions. Current statute says landowners "may mediate" during the course of an eviction, and landowners do not tend to show up for court or mediation, and a company processes rapid evictions, often without proper cause. Ordinance should state "must mediate." Many landowners evict if residents ask for improvements, point out code violations, try to organize, etc.

4. **Land trust/Community Loan Fund –** The county can/should identify and manage a dedicated fund with a substantial initial investment and meaningful ongoing resources (or partner with and support another entity to do so-- nonprofit, etc.) to (among other affordable housing goals) assist mobile home park residents to purchase the land; or lease or sell lots back to organizations of residents for reasonable rent/mortgage in order to preserve land and affordability. Without long-term dedicated funding, Adams County will have a difficult time meaningfully preserving affordability. Community Loan Funds have been incredibly successful at preserving and renovating mobile home parks in New Hampshire (20% of MH parks in NH have been revitalized and are now owned by residents) and elsewhere.

In summary, this is not an exhaustive list but provides some tested and recommended policies, programs, and willing partners that have proven highly-effective in other communities. There are many interested stake-holders and partners who have years of experience, research, and expertise who are happy to share with County staff and other partners. This is a solvable issue that could have incredible impact on the lives and wellbeing of low and moderate-income individuals and families who call Adams County home IF we are willing to act and be creative, innovative, and strategic!