

IMPLEMENTATION

Section 3



3.1 BACKGROUND

Section 3 identifies the City's recommendations for implementing the goals and strategies detailed in Section 2 over the next five years. TRAB's goals and strategies establish the long-term direction for revitalization of south Thornton, while the implementation steps are intended to provide short-term actions for sustaining this direction.

In recognition of anticipated progress and changing needs, the STaR plan is intended to be a living document. Therefore, the plan's **goals and strategies should be re-evaluated approximately every five years in order to refine implementation steps**. Implementation steps will take into account the current economic and decision-making environment and ensure that TRAB's revitalization vision prevails into the future.

City staff developed the initial implementation steps based on the goals, strategies and available resources, including anticipated budget and staffing constraints. Implementation must be achievable and therefore, a practical and realistic scope of action is proposed in light of the current conditions and economy. If economic conditions improve, the scope of implementation could be expanded in the future.

3.2 COMPARISON OF GOALS, STRATEGIES AND RECOMMENDATIONS

City staff developed the implementation recommendations and steps based on the goals and strategies identified in Section 2. Implementation recommendations were developed for all nine of TRAB's priority strategies and five of the secondary strategies. **Figure 4** shows the relationship between TRAB's goals and strategies and the list of implementation recommendations.



Figure 4 - Relationship Between TRAB's Goals and Strategies and Staff Implementation Recommendations

TRAB STRATEGIES	STAFF IMPLEMENTATION RECOMMENDATIONS
GOAL A: CREATE MORE APPROPRIATE RETAIL AND REDUCE THE NUMBER OF VACANT BUILDINGS.	
<p>Strategy A1 <i>(priority)</i> Conduct a commercial demand study to identify neighborhood-serving retail and markets suitable for the area.</p>	<p>Recommendation A1 Utilize applicable findings in Office of Economic Development Citywide Retail Assessment to determine commercial development nodes and options within the STaR area.</p>
<p>Strategy A2 <i>(priority)</i> Continue to provide financial assistance or other incentives to existing and desired businesses and commercial entities.</p>	<p>Recommendation A2 Target commercial incentive or financial assistance programs to align with STaR revitalization goals.</p>
<p>Strategy A3 <i>(secondary)</i> Develop a commercial development concierge service to assist developers, property owners and business owners through the process of (re)development and (re)design.</p>	<p>Recommendation A3 Create expedited review process for City Council-identified priority uses.</p>
GOAL B: CAPITALIZE ON THE STRENGTHS AND UNIQUE REGIONAL CHARACTER OF THE AREA.	
<p>Strategy B1 <i>(priority)</i> Rezone and/or create overlay zoning districts in the area to spur revitalization, guide development and encourage desired uses.</p> <p>– and –</p> <p>Strategy C4 <i>(secondary)</i> Develop design guidelines for the south Thornton commercial areas to encourage attractive and visually consistent development and redevelopment of commercial properties, including facades and signage.</p>	<p>Recommendation B1 Rezone and/or create overlay zoning districts in the STaR area as needed based on the findings of four detailed area studies:</p> <ul style="list-style-type: none"> • South Thornton Blight Study • Citywide Retail Assessment • Health Impact Assessment (STaR HIA) • Transportation Improvement Program (TIP) Urban Center Study
<p>Strategy B2 <i>(priority)</i> Continue to partner with other government entities and organizations to maximize revitalization efforts.</p> <p>– and –</p> <p>Strategy B4 <i>(secondary)</i> Leverage funded expansion projects, such as Clinica Family Health Services, York International and Skyview Campus, to assist in redevelopment and revitalization of the area.</p>	<p>Recommendation B2 Partner with other entities and organizations to leverage funds for revitalization projects.</p>

TRAB STRATEGIES	STAFF IMPLEMENTATION RECOMMENDATIONS
GOAL B: CAPITALIZE ON THE STRENGTHS AND UNIQUE REGIONAL CHARACTER OF THE AREA.	
<p>Strategy B3 <i>(secondary)</i> Identify an area’s unique character and utilize and interpret those qualities to create market material.</p>	<p>Recommendation B3 Based on the Office of Economic Development’s Competitive Analysis of Thornton, capitalize on potential office and industrial uses in the south Thornton area.</p> <p>Recommendation B4 Promote uses with a regional draw in south Thornton.</p> <p>Recommendation B5 Utilize BTAC and business stakeholders to gain insight and involvement with implementation of the STaR Plan.</p>
<p>Strategy B5 <i>(secondary)</i> Continue to design and install City signage at prominent gateways.</p>	<p>Recommendation B6 Acknowledge historic significance of the area to enhance neighborhood identity and sense of place.</p>
GOAL C: IMPROVE PHYSICAL CONDITIONS OF THE AREA.	
<p>Strategy C1 <i>(priority)</i> Use Urban Renewal to assist in redeveloping difficult properties in the south Thornton area including the Thornton Shopping Center.</p>	<p>Recommendation C1 Use Urban Renewal to assist in redeveloping and/or rehabilitating challenged properties in the south Thornton area including all or a portion of the Thornton Shopping Center.</p>
<p>Strategy C2 <i>(priority)</i> Encourage local businesses, property owners and developers to work together toward common objectives through a Business Improvement District (BID), Downtown Development Authority (DDA), or other mechanism for cooperative action.</p>	<p>Recommendation C2 Support small businesses through a referral network.</p> <p>Additionally, support local businesses, property owners and developers who want to work together toward common objectives, possibly through a Business Improvement District (BID), Downtown Development Authority (DDA), or other mechanism for cooperative action.</p>
<p>Strategy C3 <i>(priority)</i> Install streetscape and sidewalks to improve aesthetics, safety and walkability.</p>	<p>Recommendation C3 Improve the safety and walkability of the STaR area.</p> <p>Recommendation C4 Develop a Three-Year CIP Program and identify potential funding streams to improve physical conditions of the area.</p>

TRAB STRATEGIES

STAFF IMPLEMENTATION RECOMMENDATIONS

GOAL D: INCREASE THE BUYING POWER OF THE NEIGHBORHOODS BY INSPIRING RESIDENTS TO IMPROVE THEIR EXISTING HOMES AND NEIGHBORHOODS.

Strategy D1 *(priority)*

Engage stakeholders in a neighborhood enhancement campaign, future community planning and revitalization efforts.

Recommendation D1

Engage stakeholders in efforts to shape and enhance their own neighborhoods.

Recommendation D2

Implement the Housing Master Plan goals relevant to the STaR area.

GOAL E: ENHANCE ACCESS BETWEEN AND WITHIN THE EAST AND WEST SIDES OF SOUTH THORNTON.

Strategy E1 *(priority)*

Improve the pedestrian, bicycle, and bus circulation throughout the area.

Recommendation E1

Improve pedestrian and bicycle circulation infrastructure throughout the STaR area.

Recommendation E2

Improve transit accessibility throughout the STaR area.

3.3 RECOMMENDATIONS AND IMPLEMENTATION STEPS

Figure 5 identifies the current recommendations for carrying out TRAB's revitalization vision. Each recommendation is listed with associated implementation steps needed to achieve the recommendation. The anticipated resource allocation and timeline are also provided for each recommendation.

Approved recommendations and implementation steps can be incorporated annually into the City Council's future Work Plans. Some implementation steps are currently included in the 2011 - 2012 Work Plan.



Businesses in the Pinnacle Shopping Center.

Figure 5 - STaR Plan Implementation Recommendations and Steps

STAR PLAN IMPLEMENTATION RECOMMENDATIONS		IMPLEMENTATION STEPS	RESOURCE ALLOCATION	TIMELINE & STATUS
GOAL A: CREATE MORE APPROPRIATE RETAIL AND REDUCE THE NUMBER OF VACANT BUILDINGS.				
Recommendation A1 Utilize applicable findings in Office of Economic Development Citywide Retail Assessment to determine commercial development nodes and options within the STaR area.	<ul style="list-style-type: none"> Complete Citywide Retail Assessment. *WP Present to City Council. Integrate options for STaR area identified in the study into future Work Plans. 	<p>City staff: Economic Development, City Development</p> <p>Stakeholders: Consultant</p> <p>Budget: \$8,000</p>	Study to be completed in December 2011.	
Recommendation A2 Target commercial incentive or financial assistance programs to align with STaR revitalization goals.	<ul style="list-style-type: none"> Re-evaluate Business Beautification Improvement Grant (BBIG) program to determine how to provide greater assistance to key businesses in target areas representing a substantial impact on stimulating broader revitalization. Focus future incentives on the prioritized uses. 	<p>City staff: Economic Development, City Development</p> <p>Stakeholders: Businesses of Thornton Advisory Commission (BTAC)</p> <p>Budget:</p> <ul style="list-style-type: none"> BBIG program is funded with \$250,000 annually from vendor fees. Additional incentives or assistance to be determined on a case-by-case basis. 	To be completed in 2012.	
Recommendation A3 Create expedited review process for City Council-identified priority uses.	<ul style="list-style-type: none"> Identify priority uses. Develop expedited staff review and approval. Utilize existing Projects of Economic Significance designation as identified by City Council policy to expedite the public hearing process. 	<p>City staff: City Development, Economic Development</p> <p>Budget: Potential additional staff resource.</p>	To be completed in 2012.	

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RECOMMENDATIONS	IMPLEMENTATION STEPS	RESOURCE ALLOCATION	TIMELINE & STATUS
GOAL B: CAPITALIZE ON THE STRENGTHS AND UNIQUE REGIONAL CHARACTER OF THE AREA.			
<p>Recommendation B1</p> <p>Rezone and/or create overlay zoning districts in the STaR area as needed based on the findings of four detailed area studies:</p> <ul style="list-style-type: none"> • South Thornton Blight Study • Citywide Retail Assessment • Health Impact Assessment (HIA) • Transportation Improvement Program (TIP) Urban Center Study 	<ul style="list-style-type: none"> • Complete studies. *WP • Determine whether there is a need for rezoning or an overlay zoning district. • Draft overlay zoning district if determined necessary. • Rezone property in accordance with study findings. 	<p>City staff: City Development, Economic Development</p> <p>Stakeholders: Consultants</p> <p>Budget: \$75,000, if needed for overlay zoning, in addition to the current budget allocation to conduct studies.</p>	<p>To be completed in 2013.</p>
<p>Recommendation B2</p> <p>Partner with other entities and organizations to leverage funds for revitalization projects.</p>	<ul style="list-style-type: none"> • Maintain existing partnerships and look for new partners. Examples include partnerships with: <ul style="list-style-type: none"> - Clinica Family Health Services on their expansion. - Mapleton School District on grant to improve Skyview Campus and York International playground. *WP - School District 12 on the shared maintenance facility. - School districts to consider developing Joint Use Agreements. *WP - Colorado Department of Transportation (CDOT) on the construction improvements to the 84th & I-25 overpass. - Faith based organizations that provide essential community services. • Meet with at least three potential partners annually to identify and pursue mutually beneficial opportunities. 	<p>City staff: Relevant departments</p> <p>Stakeholders: Appropriate government entities, nonprofits</p> <p>Budget: Determined by Council on a case-by-case basis.</p>	<p>Ongoing</p>

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RECOMMENDATIONS	IMPLEMENTATION STEPS	RESOURCE ALLOCATION	TIMELINE & STATUS
GOAL B: CAPITALIZE ON THE STRENGTHS AND UNIQUE REGIONAL CHARACTER OF THE AREA.			
<p>Recommendation B3 Based on the Office of Economic Development's Competitive Analysis of Thornton, capitalize on potential office and industrial uses in the south Thornton area.</p>	<ul style="list-style-type: none"> Assess Thornton's competitive position for the attraction, expansion, and retention of primary employers. Inventory land and buildings in the STaR area appropriate for primary employer's location consideration. Include land and building inventory and STaR area value-added characteristics into Thornton's outbound marketing efforts. 	<p>City staff: Economic Development</p> <p>Budget: No additional funding beyond payroll for existing staff hours allocated to this recommendation.</p>	<p>To be completed in 2011.</p>
<p>Recommendation B4 Promote uses with a regional draw in south Thornton.</p>	<ul style="list-style-type: none"> Where appropriate, encourage regional recreation uses within south Thornton. Examples include Rock 'n Jam 'n climbing gym, X-treme Challenge Arena and the proposed Front Range Freestyle Facility. Maximize use of existing Five Star Stadium for regional events. 	<p>City staff: Economic Development, Community Services, Communications</p> <p>Budget: To be determined. Requires consultant.</p>	<p>Timeline to be established.</p>
<p>Recommendation B5 Utilize Businesses of Thornton Advisory Commission's (BTAC) small business expertise, and other business stakeholders, to gain insight and involvement with implementation of the STaR Plan.</p>	<ul style="list-style-type: none"> Consider an amendment to BTAC bylaws to require membership from the STaR area in order to ensure representation from the business community. Council appoints strategic task force members, as needed, to implement the recommendations of the STaR Plan. 	<p>City staff: Economic Development, City Development</p> <p>Stakeholders: Businesses and commercial property owners</p> <p>Budget: \$1,000 annually</p>	<p>On-going, as needed.</p>

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<p>Recommendation B6 Acknowledge historic significance of the area to enhance neighborhood identity and sense of place.</p>	<ul style="list-style-type: none"> • Complete installation of Original Thornton signs. *WP • Complete the Local Historic Landmark Ordinance to create criteria for identifying historically significant sites. *WP • Identify historically significant sites in the STaR area and recognize these as important assets of Thornton’s cultural heritage. • Create an historic interactive site within Original Thornton with interpretative signage and interactive features highlighting the 1950’s beginnings of Thornton. (e.g. Eastlake neighborhood park) • Expand the use of the Thornton Arts and Culture Center (TACC) for neighborhood and community events. • Implement the Heritage Trails concept identified in the Lambertson Lakes Open Space Master Plan. Some of these trails run through original Thornton. • Rename Harvest Fest to Heritage Fest to create an annual celebration of Thornton’s heritage. 	<p>City staff: Community Services, City Development</p> <p>Stakeholders : Adams County Historical Society, History Colorado, Community Stakeholders, School Districts</p> <p>Budget: City Capital Improvement Projects (CIP) budget, grants from the State Historical Fund, Great Outdoors Colorado (GOCO), etc.</p>	<ul style="list-style-type: none"> • Signs to be completed in 2011. • Local Historic Landmark Ordinance to be completed in 2011. • Rename Harvestfest as determined by City Council. • All other steps to be completed in 2 – 5 years.

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RECOMMENDATIONS	IMPLEMENTATION STEPS	RESOURCE ALLOCATION	TIMELINE & STATUS
GOAL C: IMPROVE PHYSICAL CONDITIONS OF THE AREA.			
<p>Recommendation C1</p> <p>Use Urban Renewal to assist in redeveloping and/or rehabilitating challenged properties in the south Thornton area including all or a portion of the Thornton Shopping Center.</p>	<ul style="list-style-type: none"> Form a new Urban Renewal Area (URA) in south Thornton. Prioritize urban renewal projects through the formation of specific project areas for the purpose of facilitating revitalization through potential acquisition and investment. Accumulate funds from sales and property tax increment or other sources over time to finance urban renewal efforts. 	<p>City staff: City Development</p> <p>Stakeholders: Consultants, impacted property owners, existing businesses, developers</p> <p>Budget: Initially, approximately \$25,000 to develop the plan and form the URA.</p>	<p>Blight Study complete</p> <p>Approximately 9 months of staff & consultant work to draft the URA plan and implement new URA.</p>
<p>Recommendation C2</p> <p>Support small businesses through a referral network.</p> <p>Additionally, support local businesses, property owners and developers who want to work together toward common objectives, possibly through a Business Improvement District (BID), Downtown Development Authority (DDA), or other mechanism for cooperative action.</p>	<ul style="list-style-type: none"> Develop a mailing list of business and commercial property owners in a proposed area. Provide information through mailings and meetings about potential organizational structures, benefits, abilities, and costs. Provide successful examples of what other community-based business organizations have accomplished. Assist as requested to establish a formal district or authority as determined by the business group. 	<p>City staff: City Development, Economic Development</p> <p>Stakeholders: Local businesses and commercial property owners</p> <p>Budget: \$3,000 annually</p>	<p>Triggered by schedule agreed upon by property owners anticipated in 2 – 3 years.</p>

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IMPLEMENTATION STEPS		RESOURCE ALLOCATION	TIMELINE & STATUS
GOAL C: IMPROVE PHYSICAL CONDITIONS OF THE AREA.			
<p>Recommendation C3 Improve the safety and walkability of the STaR area.</p>	<ul style="list-style-type: none"> • Conduct a safety assessment of the areas of most concern. • Conduct a walkability assessment as part of the Health Impact Assessment (HIA) process. • Correlate the findings of the four studies identified in Recommendation B1 with the walkability and safety assessments. • Based on the findings, develop options for increasing safety in the STaR area. • Continue existing City programs that increase neighborhood safety and awareness (e.g. Neighborhood Watch, iWatch Speed Awareness Program, graffiti removal, directed patrols, community resource officers, etc.) • Amend the City Code to improve manufactured home community standards. *WP • Continue to coordinate with school districts on Safe Routes to School grant applications. 	<p>City staff: City Development, Community Services, Infrastructure, Police Department</p> <p>Stakeholders: Residential and commercial property owners, businesses</p> <p>Budget: Depends on annual authorized funding.</p>	<p>To be completed in 2 – 5 years.</p>
<p>Recommendation C4 Develop a Three-Year Capital Improvement Projects (CIP) Program and identify potential funding streams to improve physical conditions of the area.</p>	<ul style="list-style-type: none"> • Complete the four studies identified in Recommendation B1 to determine needed CIP projects for the STaR area. • Identify three-year budget item. • Construct improvements in accordance with timeline. 	<p>City staff: Infrastructure, Community Services, City Development</p> <p>Budget: As annually funded by CIP budget</p>	<p>Initiate as part of 2013 budget and continue during subsequent budget cycles as needed.</p>

STAR PLAN IMPLEMENTATION			
RECOMMENDATIONS	IMPLEMENTATION STEPS	RESOURCE ALLOCATION	TIMELINE & STATUS
GOAL D: INCREASE THE BUYING POWER OF THE NEIGHBORHOODS BY INSPIRING RESIDENTS TO IMPROVE THEIR EXISTING HOMES AND NEIGHBORHOODS.			
<p>Recommendation D1</p> <p>Engage stakeholders in efforts to shape and enhance their own neighborhoods.</p>	<ul style="list-style-type: none"> Expand City programs that engage residents (e.g. Meet the Neighbors, Community Gardens, Paint-a-Thon, Rebuilding Days, etc.). <i>*WP</i> Develop a series of free or low cost workshops that educate residents on maintaining or improving their property. This will include existing landscaping and water wise workshops as well as new topics requested through resident survey. Assist eligible south Thornton water utility customers through the Thornton Water Assistance Program. Engage residents through the Health Impact Assessment process. <i>*WP</i> Determine culturally appropriate ways to include all area residents in revitalization efforts. 	<p>City staff: City Development, Community Services</p> <p>Stakeholders: Residents and property owners</p> <p>Budget: As annually funded.</p>	On-going
<p>Recommendation D2</p> <p>Implement the Housing Master Plan goals relevant to the STaR area.</p>	<ul style="list-style-type: none"> Provide information to residents on home repair resources and incentive programs for energy efficiency upgrades or other home improvements. Maintain and increase successful homeownership through promoting mortgage assistance programs and homebuyer education workshops. 	<p>City staff: City Development</p> <p>Stakeholders: Community Housing Development Organizations, Colorado Housing and Finance Authority</p> <p>Budget: Funded annually through Private Activity Bond Allocation and Community Development Block Grant.</p>	On-going

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GOAL D: INCREASE THE BUYING POWER OF THE NEIGHBORHOODS BY INSPIRING RESIDENTS TO IMPROVE THEIR EXISTING HOMES AND NEIGHBORHOODS.			
<p>Recommendation D2 (cont.) Implement the Housing Master Plan goals relevant to the STaR area.</p>	<ul style="list-style-type: none"> Partner with local Community Housing Development Organizations to rehabilitate vacant housing properties in the STaR area. 	<p>City staff: City Development</p> <p>Stakeholders: Community Housing Organizations, Colorado Housing and Finance Authority</p> <p>Budget: Funded annually through Private Activity Bond Allocation and Community Development Block Grant.</p>	<p>On-going</p>
GOAL E: ENHANCE ACCESS BETWEEN AND WITHIN THE EAST AND WEST SIDES OF SOUTH THORNTON.			
<p>Recommendation E1 Improve pedestrian and bicycle circulation infrastructure throughout the STaR area.</p>	<ul style="list-style-type: none"> As a component of the next Parks and Open Space Plan update, identify potential trails and/or bike routes that would improve walkability/bikeability in the STaR area. Include connectivity and multi-modalism in the scope of work for the Urban Center Study. *WP Request Transportation Improvement Program (TIP) funds or other grant money to prepare a bicycle circulation plan. Implement the Complete Streets policy in the STaR area as opportunities arise. 	<p>City staff: Community Services, Infrastructure, City Development</p> <p>Stakeholders: Denver Regional Council of Governments (DRCOG)</p> <p>Budget: Capital Improvement Projects (CIP) budget, Transportation Improvement Program (TIP) funding, grants</p>	<ul style="list-style-type: none"> Parks and Open Space Plan update to be scheduled in 2012. Urban Center Study to be completed in 2012. Request Transportation Improvement Program (TIP) funds as part of the next TIP cycle. Implementation of Complete Streets policy ongoing.

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GOAL E: ENHANCE ACCESS BETWEEN AND WITHIN THE EAST AND WEST SIDES OF SOUTH THORNTON.			
<p>Recommendation E1 (cont.) Improve pedestrian and bicycle circulation infrastructure throughout the STaR area.</p>	<ul style="list-style-type: none"> Complete the 84th Avenue and I-25 Bridge enhancement. *WP 	<p>City staff: Community Services, Infrastructure, City Development</p> <p>Stakeholders: Colorado Department of Transportation (CDOT)</p> <p>Budget: CIP, TIP funding</p>	<p>To be completed in 2012.</p>
<p>Recommendation E2 Improve transit accessibility throughout the STaR area.</p>	<ul style="list-style-type: none"> Continue working with RTD to improve bus service in the project area focusing on the following: <ul style="list-style-type: none"> Provision of bus service link along Thornton Parkway. Linking the two Call-n-Rides on the east and west sides (west side starting in January 2012). Future trail plans and park-n-Rides should take into account all modes of transportation to ensure bicyclists and pedestrians can safely, conveniently and cost effectively access transit. Complete 88th Avenue Station Transit Oriented Development Master Plan Study. *WP 	<p>City staff: City Manager's Office, Community Services, Infrastructure, City Development</p> <p>Partners: Regional Transportation District (RTD), Denver Regional Council of Governments (DRCOG)</p> <p>Budget: Capital Improvement Projects (CIP) budget, Transportation Improvement Program (TIP) funding, grants</p>	<ul style="list-style-type: none"> 88th Avenue Station Transit Oriented Development (TOD) Master Plan to be completed in 2012. All other steps are on-going.