GOLDEN
Colorado

GOLDEN TRANSPORTATION MASTER PLAN

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1 INTRODUCTION

Transportation investments play a critical role, both positive and negative, in determining the health and character of a community, the interaction of people and land uses, and the economic performance of place.

This Transportation Master Plan (TMP) affirms the City's commitment to developing and maintaining its multimodal transportation system with a focus on mobility, safety, equity, and resiliency.

INTRODUCTION

1.1 | PLAN PURPOSE

Golden is rich in history, culture, and livability. The community has a robust economy, nationally-recognized college and research institution, and unmatched access to recreation and urban amenities. Few cities in the Front Range have balanced local and regional land use and transportation challenges with local livability better than the City of Golden. Although the community has great alignment of the transportation goals and expectations between City Council, staff, and the residents and employers of Golden, it is becoming more difficult for the City to maintain this alignment within the rapidly-growing Denver Region and its diversifying transportation choices.

Local and regional land use and transportation decisions are intrinsically linked. Land use decisions affect transportation decisions and in turn, transportation investments powerfully affect land use decisions. At times, transportation investments lead land use changes, but in many situations, transportation investments lag behind land use changes. Many of the challenges associated with land use and transportation coordination occur because the decisions are often made by different actors, at different geographic scales, and in different time frames.

The City has developed this Transportation Master Plan (TMP) to provide a multimodal transportation vision that will function as a transparent road map for future transportation investments.

1.2 | ABOUT THIS PLAN

The TMP is a strategic document designed to guide transportation decisions within the fiscal constraints of the City's budget and limited state and federal funding opportunities. It is based on foundational community values established in the Golden Vision 2030 (GV 2030) and specific policies and expectations outlined in the City's Comprehensive Plan. The TMP balances community livability and mobility by identifying multimodal transportation improvements that are consistent with the core values of the community.

1 Introduction

This chapter introduces the project, outlines the plan's purpose, and provides a detailed outline of the plan's organization.

2 Who's Moving Around Golden?

This chapter provides a snapshot of Golden's current transportation network, specifically focusing on mobility demographics, local and regional growth trends, and how residents, employees, and visitors move to, from, and around Golden.

3 What Are Golden's Transportation Challenges?

This chapter identifies the city's key transportation challenges and establishes the technical foundation for the multimodal solutions identified in the TMP.

4 Golden's Mobility Vision and Core Community Values

This chapter summarizes the community outreach and public feedback collected during the planning process and presents the resulting TMP's mobility vision, core community goals, and supplemental measures of success that will guide the City's future transportation investments.

5 How Does it Happen?

This chapter outlines an implementation strategy for the plan's recommendations. It identifies community resources and regional partnerships and defines projects, priorities, and phasing.

2 WHO'S MOVING AROUND GOLDEN?

A crucial step in transportation planning is to understand the demographic makeup of the community, the patterns of population and employment movements, and the forces that will drive local and regional mobility needs over the coming years.

WHO'S MOVING AROUND GOLDEN?

2.1 | Resident and Employee Movement

Golden's residents, employees, and visitors use the City's transportation network every day to connect to destinations within Golden and across the region. Reflecting population trends and their mobility patterns in the TMP allows the system to adjust to under served transportation needs and anticipated changes and accommodate future transportation demands.

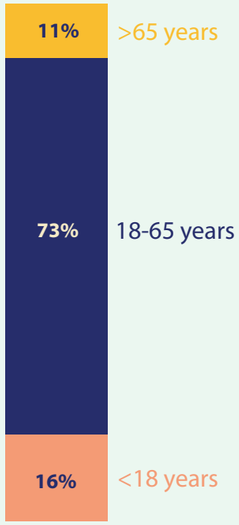
The community's socioeconomic and demographic makeup continues to diversify. Quality equitable access to all forms of transportation is needed to serve the community and to keep the city economically competitive.

2.2 | Local and Regional Growth

Golden is largely built-out, which means the amount of growth anticipated will largely come from infill and redevelopment and not from new growth within City boundaries. The City of Golden's Comprehensive Plan largely concentrates future growth to four areas of change within the city: north Golden, Downtown, Coors Technology Center, and south Golden.

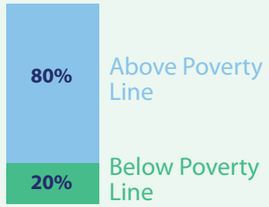
DRCOG anticipates the addition of approximately 1,800 residences and 6,800 jobs in these areas by the year 2040. Commuting data presented below was generated from US Census Bureau's American Community Survey (ACS), while the resident and employee portions were determined by the "On the Map" tool

GOLDEN RESIDENT AGE DISTRIBUTION

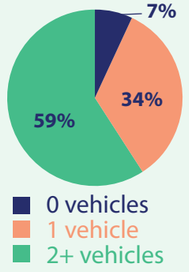


Source: US Census Bureau

GOLDEN HOUSEHOLD INCOME



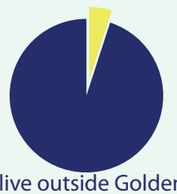
GOLDEN HOUSEHOLD VEHICLE OWNERSHIP



WORKFORCE AGED GOLDEN RESIDENTS

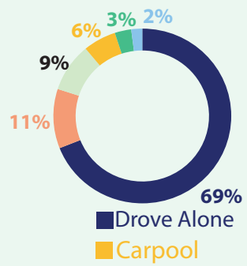
88% work outside Golden

GOLDEN EMPLOYEES

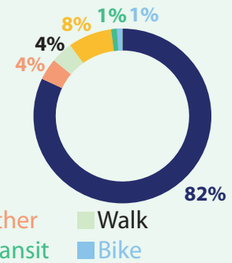


95% live outside Golden

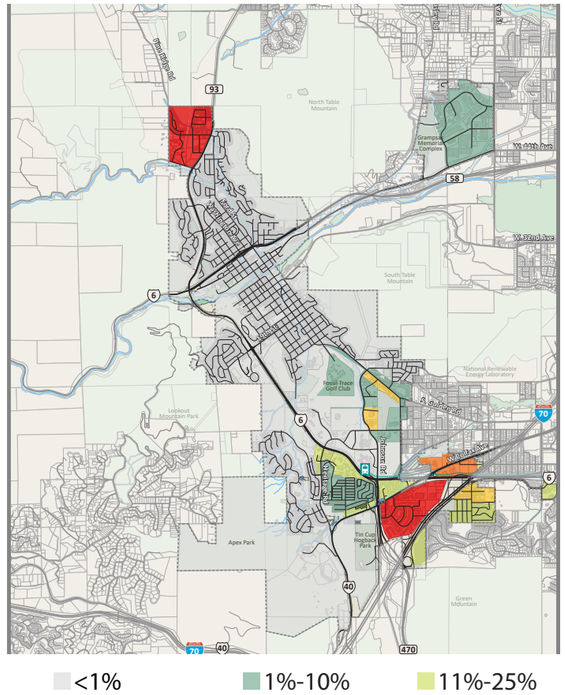
WORKFORCE AGED GOLDEN RESIDENT COMMUTE PATTERN



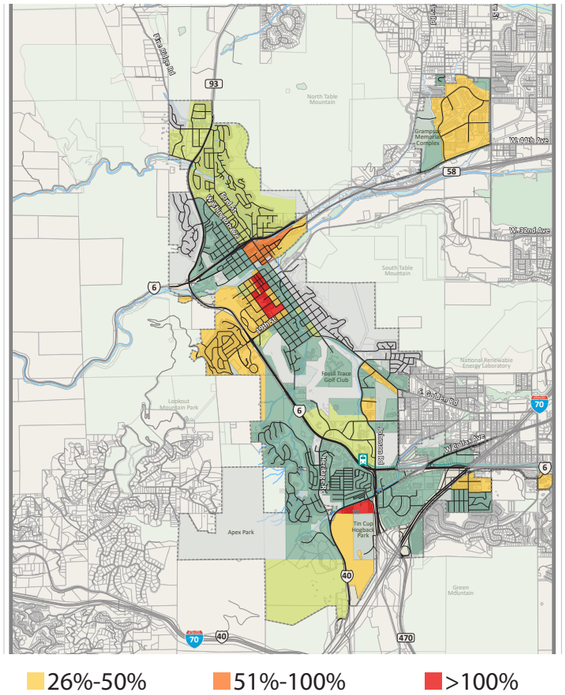
GOLDEN EMPLOYEE COMMUTE PATTERN



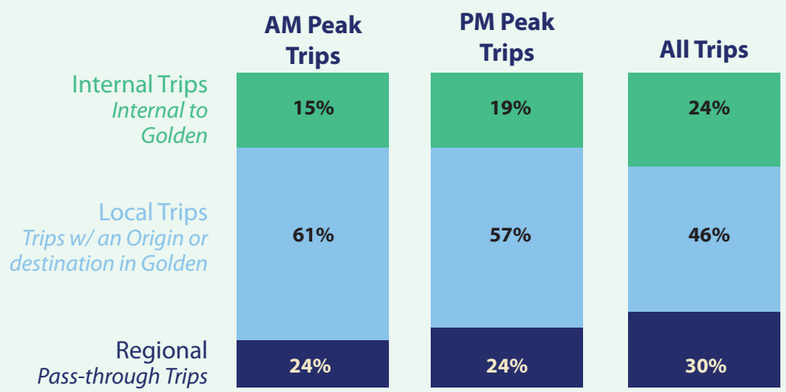
HOUSEHOLD GROWTH (2015-2040)



EMPLOYMENT GROWTH (2015-2040)



TRIPS TYPES BY TIME OF DAY TIME



KEY TAKEAWAYS

- Regional traffic growth in the western metro area will be limited compared to the rest of the Denver region
- The diverse mobility needs of the community require a multimodal transportation system
- The daily exchange of residents and employees in and out of Golden utilizes regional arterials
- Most trips have either an origin or destination within the City of Golden

3 WHAT ARE GOLDEN'S TRANSPORTATION CHALLENGES?

The City of Golden has made great strides in addressing growing transportation and mobility challenges; however, many remain. Confronting current challenges while proactively planning for those on the horizon are critical to the city's continued success as a desired community to live, work and play.

3.1 | CHALLENGE 1: REGIONAL MOBILITY & COMMUNITY QUALITY OF LIFE

Golden is challenged by the limited capacity of the regional roadway facilities traversing the city and the cascading of impacts their congestion has on local streets and neighborhood quality of life. US 6 and Colorado Highway 93, combined, have evolved to become an important portion of the Denver Metropolitan Region's western segment of its circumferential highway connecting the established C-470 to the northern portions of Jefferson and Boulder Counties, and potentially the proposed Jefferson Parkway. Traffic increases in Golden are modeled to increase in 2040 by 3% to 6% if the road is built. CDOT recently completed, and the Golden City Council adopted, the West Connects Planning and Environmental Linkages (PEL) which identifies the Golden Plan, developed by Muller Engineering for the CO Hwy 93 and US 6 Corridor.

Between 60% to 80% of all vehicle trips within Golden either traverse the city (25%) or have an origin or destination outside Golden (50%). These trips represent residents of Golden traveling to the region for employment and shopping and employees working in Golden traveling to and from their homes outside of the city.

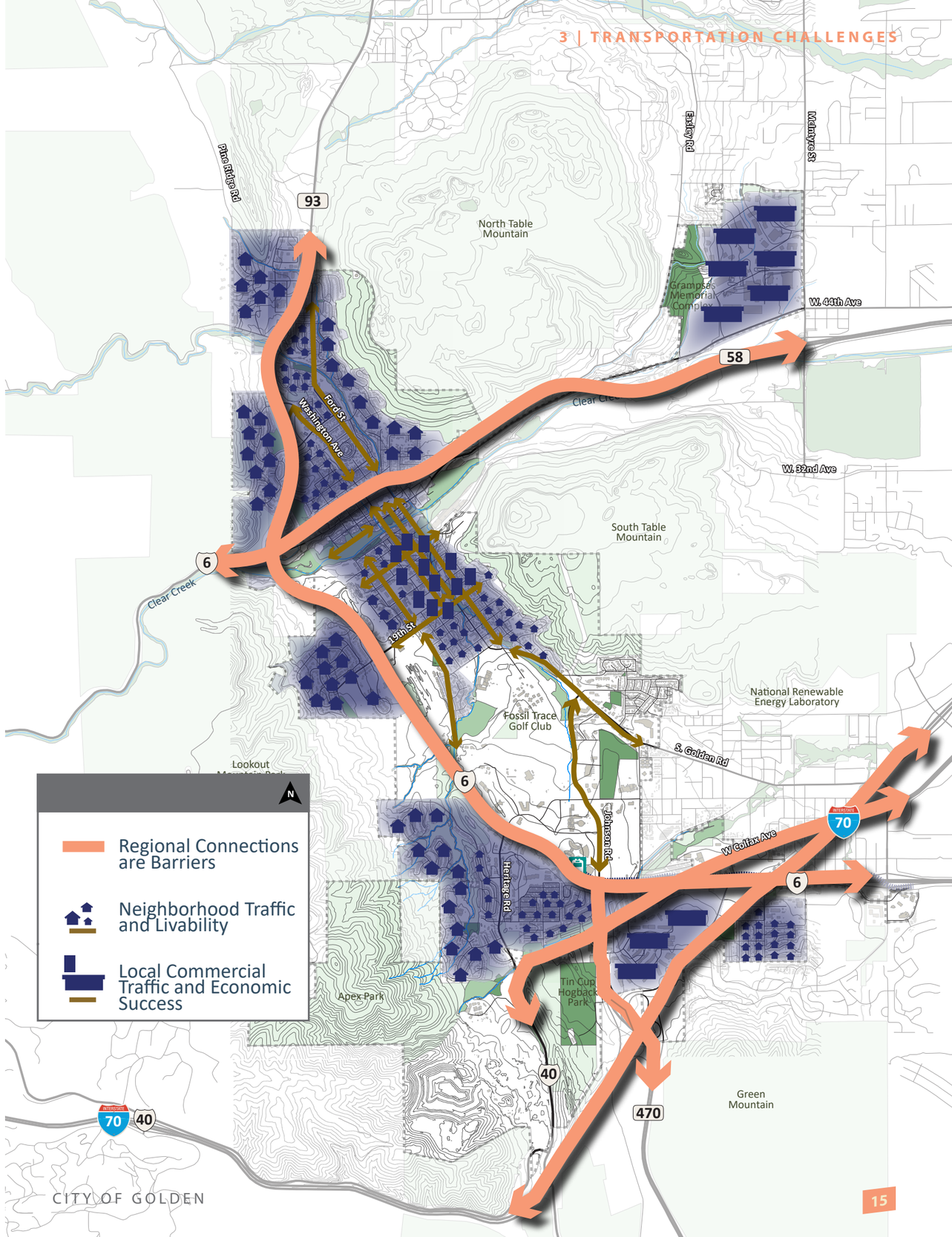
Improvements to regional facilities are costly and require local participation which, when funding opportunities arise, will likely limit City resources for transportation improvements within Golden. Future traffic analysis shows Highway 93, north of US 6 along with the US 6 and the Heritage Road intersection, will continue to experience significant congestion if no improvements are provided.

Regional Connections as Barriers

Regional transportation investments within Golden divide the community. The size and scale of I-70, US 6, CO Hwy 93 and 58, and Colfax Avenue interrupt the city's neighborhood fabric. Investments along these regional facilities, like the 19th Avenue interchange, need to not only address congestion, but also improve the connectivity and social interactions between neighborhoods.

Local Traffic and Livability

Regional highways traversing the city continue to carry the largest percentage of regional traffic passing through Golden (cut-through) the remaining traffic circumvents the City.. However, regional cut-through traffic only accounts for 25% of all trips within the city. 50% of the trips in the city have an origin or destination outside Golden. As congestion develops, both regional and local trips seek alternative routes on local streets to complete their trips. This redistribution of trips impacts the livability of neighborhoods and the bicycle and pedestrian friendliness of the city.



3.2 | CHALLENGE 2: COMMUNITY CONNECTIVITY, COMFORT, AND SAFETY

Golden has come a long way developing its pedestrian and bicycle networks. However, more work can be done to overcome the barriers remaining along the city's arterials, state highways, and many intersections. The City has long been committed to providing safe, convenient, and well-maintained biking and walking opportunities appropriate for all ages and ability levels. In fact, Golden has mitigated some of these challenges by constructing several underpasses and overpasses and a robust off-street trail network.

Golden is generally considered a pedestrian-friendly city with an expansive sidewalk network supplemented with multi-use paths. Approximately 3/4 of the non-highway streets within Golden have sidewalks. Sidewalks are present on the majority of Golden's downtown streets and residential areas. In Downtown, sidewalks range from 4 to 10 feet in width compared to a range of 3 to 6 feet in residential neighborhoods.

The City's bicycle network consists of multi-use paths, bicycle lanes, bicycle routes, separated bike lanes, and shouldered roadways. In 2014 and renewed in 2018, Golden was recognized by the League of American Bicyclists as a Silver bicycle-friendly community because of the City's efforts to improve bicycle infrastructure and implement a "complete streets" policy.

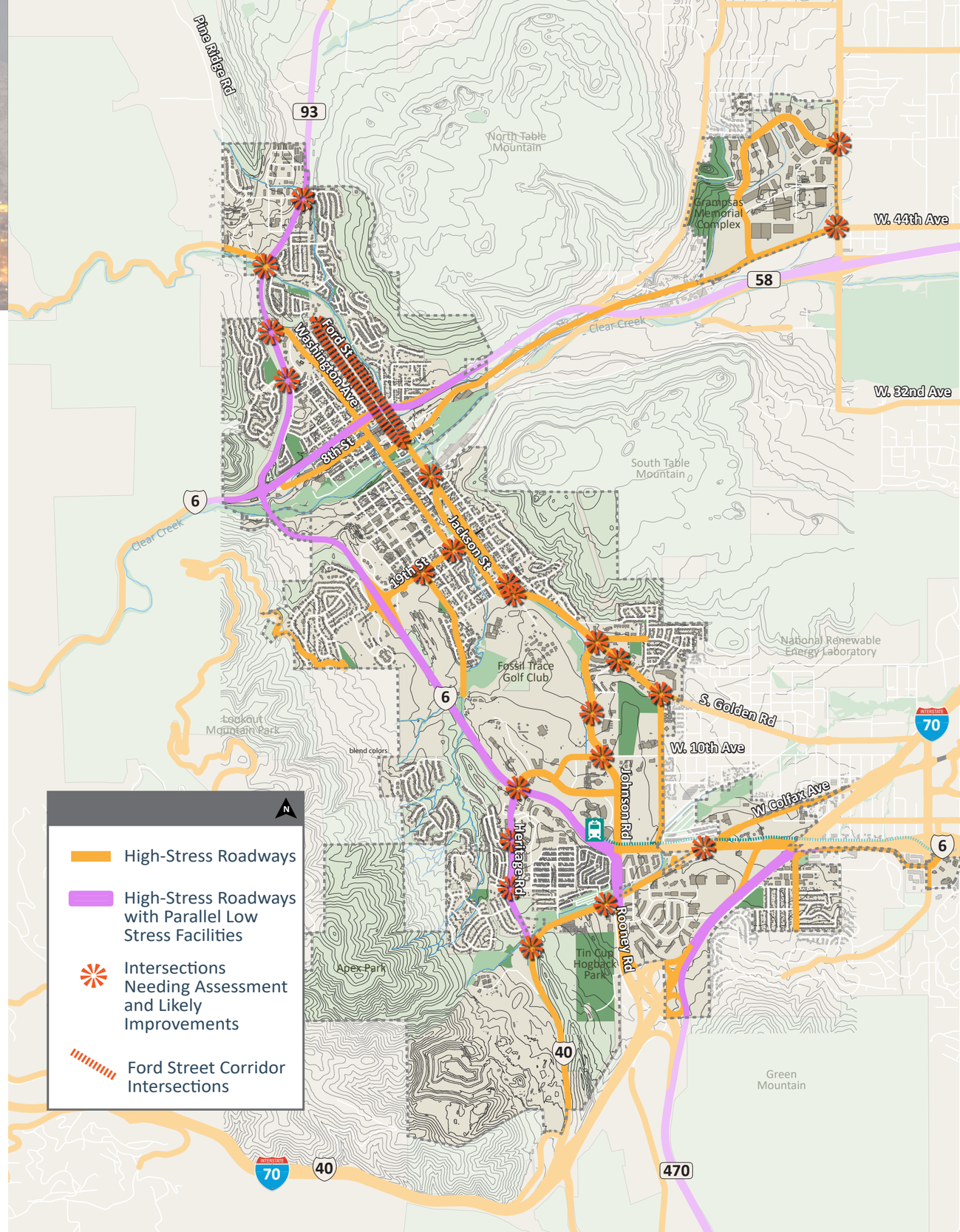
High-stress Roadways

Some areas of Golden have limited sidewalks with few facilities located along arterial roadways. The three- and four-foot attached residential sidewalks are undersized and create uncomfortable walking environments adjacent to moving traffic and for couples and families walking together.

About 70% of the City's roads are considered "low-stress" for the average bicyclist. The low-stress network represents the routes that feel comfortable to a typical adult cyclist who is concerned about traffic. The remaining 30% of streets, mostly arterial roadways, maintain higher stress levels for bicyclists and pedestrians. In these cases, more planning and design is needed along the road to better buffer, or protect, the pedestrians and bicyclists from traffic.

Intersections Improvements Needed

In addition to addressing pedestrian and bicyclist comfort and safety along arterial roadways, the City of Golden should concentrate resources to improve intersection sight-lines and approaches for both pedestrians and cyclists. Many of the conflict points exist where sidewalks, multi-use paths, or bike lanes intersect with a highway or arterial roadway. In many cases there are poor sight lines for pedestrians and bicyclists, a lack of a proper yields, or grade-separated crossing, limiting the connectivity of the community. Intersection safety for each mode of travel will be assessed to identify specific improvements needed if problems truly exist. Additional work is also needed to improve lighting of intersections for pedestrians at night and bring curb ramps into compliance with ADA requirements. Improving pedestrian crossings and bicycle movements through roundabouts is also necessary.



3.3 | CHALLENGE 3: TRANSIT CONVENIENCE

Golden is served by light rail (W Line), Golden FlexRide (previously named Call-n-Ride), and local and regional buses. The W Line provides regional service between Golden and downtown Denver, and the FlexRide circulates downtown Golden and provides service to the Jefferson County Government Center - Golden Station. The Community has no transit access to the G-Line. Additionally, several regional bus routes outside the city limits provide residents with supplementary transit options if residents choose to travel and connect with those routes at the Federal Center Station.

Areas Lacking Transit Coverage

Areas that lack transit coverage include the Coors Technology Center and South Golden neighborhoods. The North Golden neighborhoods have access to one route (GS), which only provides regional service to and from Boulder during during weekeday am/pm peak periods. The Coors Technology Center could benefit from transit service that connects to the Wheat Ridge-Ward Station.

W Light Rail Line

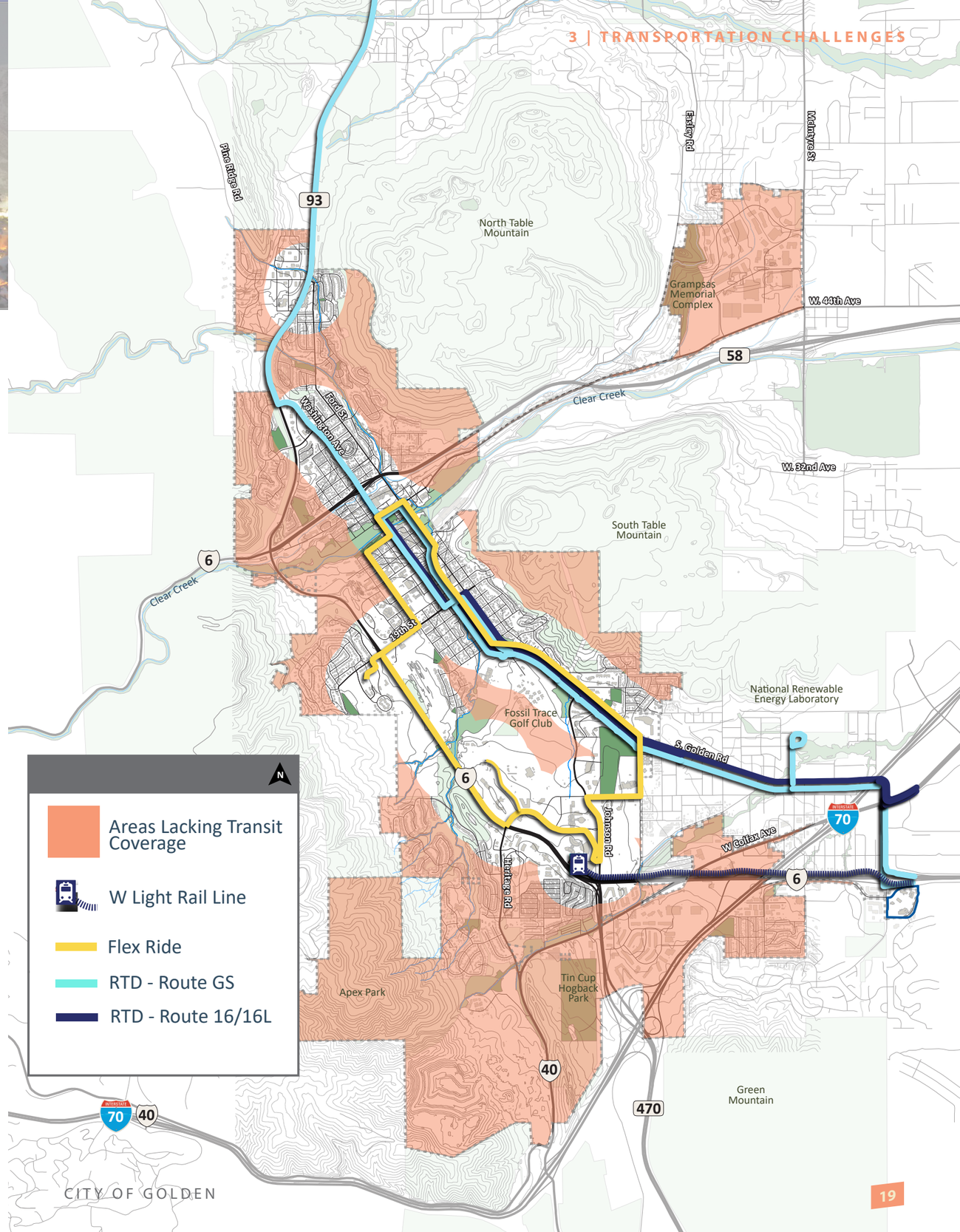
One of the major challenges is access to the W Line, which provides the most frequent transit connection in Golden to the Denver Region. The current FlexRide matches the 15 min headways of W Line during weekdays 6:30am to 6:30pm. Expanding the FlexRide service area to north Golden will make W line more convenient to City Residents.

Flex Ride

The Golden FlexRide provides on-call service to most of Golden, and serves as a fixed-route circulator that services popular destinations in Golden and the Jefferson County Government Center Station. However, the FlexRide does not offer any service after 7:00 pm or on Sundays and holidays. The service on weekdays begins at 6 am with headways 15 minutes and on-call until 7 pm.

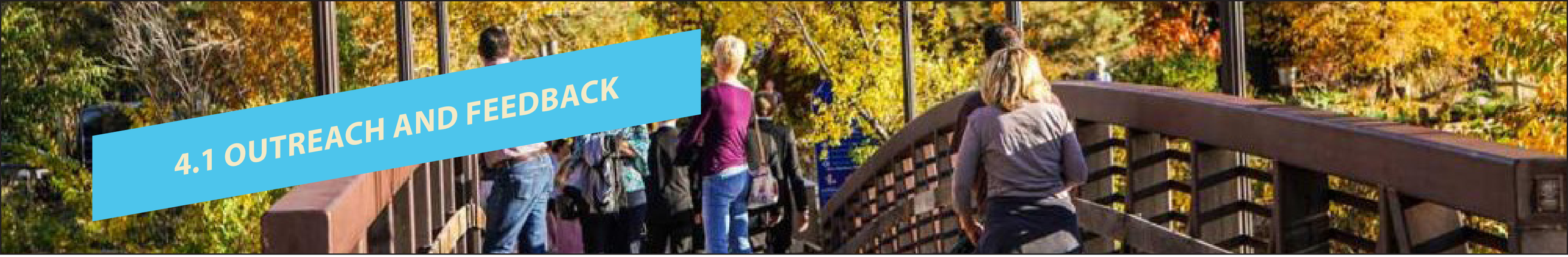
Existing Bus Service

Approximately 25% of the city is within a 10-minute walk of a transit route. However, there are gaps in the system where the transit service needs to be improved. The Coors Technology Center is not served by transit, which challenges local employers' ability to attract employees and stay competitive. Headways on most routes are 30 minutes.



4 GOLDEN'S MOBILITY VISION AND CORE COMMUNITY VALUES

Golden's Transportation Vision and Community Goals define how the City sees its transportation system and identify the characteristics that should be carried into the future. The vision statement, goals, and supplemental measures of success guide the City's transportation decisions, priorities, and investments.



4.1 OUTREACH AND FEEDBACK

THE COMMUNITY'S VOICE

To develop a Transportation Master Plan that the entire community would support, the project team provided several different avenues for people to engage with the plan. Engagement opportunities were available to anyone who lives, works, or visits Golden.

The plan took eighteen months to develop. During this time, the project team facilitated small focus group conversations with stakeholders, coordinated three pop-up events throughout the community, hosted two community open houses, and maintained a project website as part of Guiding Golden online. Over the course of the outreach process, the project team engaged more than 400 people!

STAKEHOLDER/FOCUS GROUP ENGAGEMENT

For three days in January 2019, the project team met with several stakeholder groups including: the Golden Urban Renewal Authority, Downtown Development Authority, Jefferson County staff, neighborhood associations, and local businesses.

Stakeholders expressed interest in the TMP outlining a modal hierarchy in order for the transportation system to be safe for users of all modes. Many of the businesses wanted additional transit service and greater transit connections to and throughout Golden.

POP-UP EVENTS

2018

During the first phase of the TMP process, the project team attended both the Golden Gallop and one of the summer Farmers Markets in August. During these pop-ups, the project team asked visitors what they would like the TMP to focus on. The most common response from those who attended either of the 2018 pop-up events was to focus on pedestrian and bicycle safety, including safe routes to school. The second priority was to focus on Golden's community character; and the third priority was to focus on alternate modes of transportation including walking, biking, and transit. That said, the number one priority had nearly twice as many responses than the runner-up priorities. The least important focus areas according to respondents were Impact to Emergency Response and Reducing Single Occupancy Vehicle Use.

2019

Nearly one-year later, the project team attended another summer Farmers Market in June. This time the team asked visitors the following questions:

1. *What is missing from the project Vision Statement and Core Values?*
2. *How would you prioritize funding for mobility investment?*
3. *What ideas do you have for future mobility projects?*

Among those who visited the Farmers Market, 100% of respondents agreed with the TMP vision statement and more than 80% of visitors agreed with all three of the core values.

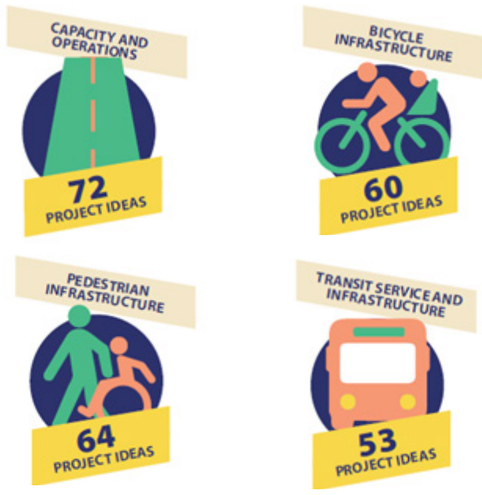
COMMUNITY OPEN HOUSE

Over the course of the TMP process, two community open house events were hosted at the Golden Recreation Center. The first open house in December 2018 presented the existing mobility conditions in Golden.

At the second open house in June 2019 attendees were asked to brainstorm specific mobility improvements they would like to see in Golden. Additionally, attendees were asked the same three questions that Farmers Market visitors were asked:

1. *What is missing from the Vision Statement and Goals?*
2. *How would you prioritize funding for mobility investments?*
3. *What ideas do you have for future mobility projects?*

Between the Farmers Market and the open house, a total of 249 project ideas were shared in the following categories:



When asked to help the project team prioritize a hypothetical budget for future mobility investment, visitors from the Farmers Market and the open house said:

- *Spend money at the city and neighborhood scales more so than open space.*
- *At the city and neighborhood scales, capacity and operations was the lowest funding priority and bicycle infrastructure was the highest priority.*
- *If a special grant or a regional partnership became available, capacity and operations was the highest funding priority at the regional scale followed by transit service and infrastructure.*
- *At the regional scale, pedestrian infrastructure is the lowest funding priority.*

ONLINE – GUIDING GOLDEN

Throughout the TMP process, Guiding Golden maintained up-to-date information pertaining to the project's progress and opportunities to engage with the plan. While few responses were collected from online forums, several people who attended either a pop-up event or community open house mentioned that they had followed the project online.

4.2 MOBILITY VISION AND CORE COMMUNITY VALUES

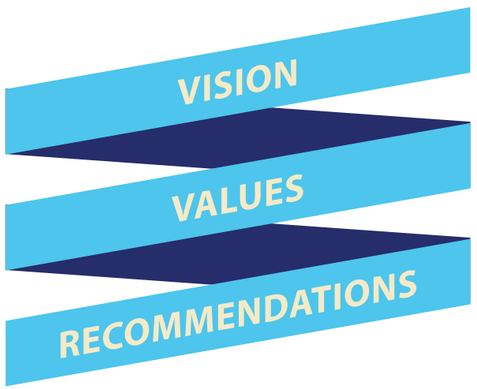
MOBILITY VISION

The mobility vision weaves the diverse input of hundreds of residents, employees, and stakeholders together with the guidance from recently adopted plans to create a road map for the future. The vision guides every component and recommendation of the plan.

Golden's Mobility Vision

Golden's mobility network enhances the city's unique small-town character by safely interconnecting our residents, employees, and visitors to open spaces, neighborhoods, the city, and the region through investments that are walkable, bikeable, transit supportive, and sustainable.

The mobility vision is supported by a set of three broad community values that help shape and steer the plan's implementation.



COMMUNITY CORE VALUES

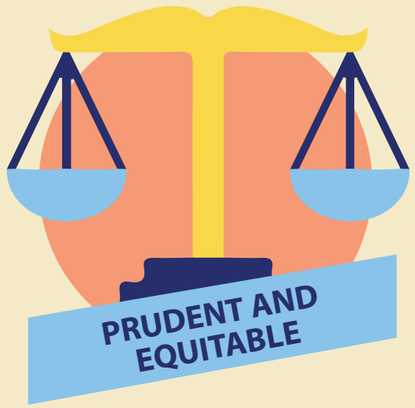
The community core values support the plan's vision and guide the plan's projects, priorities, implementation, and phasing. Most importantly, the core values will guide the City's transportation investments. The core values must be acknowledged and defended to ensure that change and investments to the City's transportation network occur in accordance with these goals. These core values are consistent and accepted by residents, community leaders, and elected officials, and will help guide both public policy and investments. The following goals can help all stakeholders determine if the city is on the right track to fulfilling their core values by creating an unwavering guide.

Golden's core values are for the transportation system to be:

1. **Safe and Connected**
2. **Livable and Resilient**
3. **Prudent and Equitable**

More detail on each core values and how each will guide policy and investment decisions is presented on the following page.

CORE VALUES



SUCCESS MEASURES

Our transportation investments...

- Create a sense of comfort where our pedestrian, cyclists, transit riders, and motorists feel safer and are at ease with their surroundings
- Ensure Golden is an interconnected city that can be enjoyed by people of all ages and mobility levels
- Strive to provide our pedestrians, bicyclists, transit riders, and motorists a consistent range of predictable travel times

Our transportation investments...

- Ensure Golden is a community whose neighborhoods and public spaces promote personal connections
- Will ensure each mode of travel provides choices in anticipation of unforeseen challenges
- Contribute to the economic prosperity, public health, and exceptional quality of life in the city

Our transportation investments...

- Make motorists, transit riders, bicyclists, and pedestrians of all ages and abilities partners in mobility
- Will be distributed equitably throughout the city, ensuring all residents, employees, and visitors have mobility choices regardless of their income, racial makeup, age, or personal agility
- Will reflect the responsible use of our fiscal resources where we maximize the return on our investments and minimize financial risk to the community

5 HOW DOES IT HAPPEN?

Achieving a mobility vision happens through a collaborative and sustained process that identifies programs and implements projects that address challenges to meeting the community's transportation core values equitably and efficiently. The City of Golden is responsible for implementing strategies and actions of this TMP and ultimately the programs and projects that emerge from the process it recommends, often in partnership with other agencies such as CDOT, RTD, and Jefferson County.

5.1 THE MASTER PLANNING PROCESS

The transportation planning process outlined in this document follows a repeatable three-step model which:

- *Assesses the mobility needs of the community and identifies its primary mobility challenges*
- *Identifies and prioritizes programs and projects that address those challenges in ways that meet the transportation goals*
- *Conducts ongoing monitoring of the projects implemented to ensure the transportation program is successful over time and can be updated as new mobility challenges emerge*

For this TMP to remain valid over time, it is recommended that a comprehensive update be conducted periodically. A TMP update includes a re-evaluation of the goals, policies, and strategies contained within this TMP. This ensures that the TMP reflects changes in population, land use, economic, physical, social, or political conditions of the city or region. The TMP could also be amended as necessary to reflect changed conditions due to specific developments, adoption of new neighborhood plans, or regional funding opportunities, to cite a few examples.

ASSESSMENT

The purpose of the TMP is to identify and confront current mobility challenges while pro-actively planning for those on the horizon. The first phase of the process is to establish an operational baseline for the city and gather the appropriate technical information necessary for an informed community conversation regarding what aspects of the transportation network are meeting the mobility demands of the people who live, work, and visit Golden. The initial mobility assessment provides the technical foundation for the TMP and offers a preliminary list of eligible projects which address the transportation challenges the City should overcome.

The Community Mobility Assessment, a separate report, documents the current and future operations of the City's multi-modal transportation system.

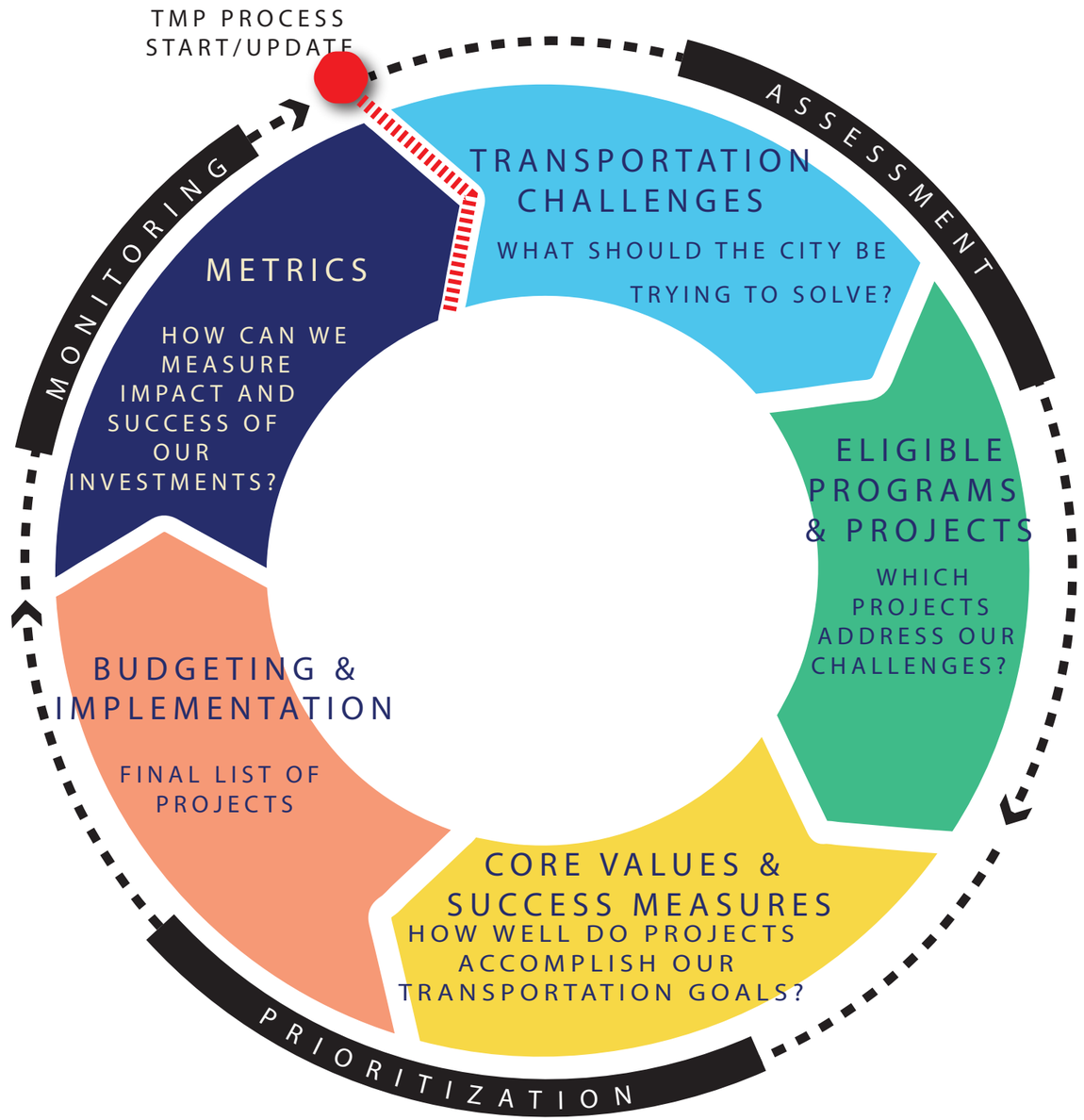
PRIORITIZATION

The second phase of the transportation planning process prioritizes and implements the eligible programs and projects developed in the assessment phase. The programs and projects categorized in the different tiers are then prioritized based on their ability to realize the City's mobility goals and their associated success measures. Success in achieving the community's mobility goals is only realized through strategically allocating City resources and equitably implementing transportation priorities throughout the city.

MONITORING

A successful transportation program monitors the recommendations implemented to assess progress towards achieving the transportation goals.

A monitoring program is valuable, so adjustments can be made along the way to ensure future transportation efforts in the city can make necessary modifications based on lessons learned.



5.2 MODE SPECIFIC STRATEGIES

Golden's transportation network is made up of infrastructure for each mode of travel. These systems, the sidewalks, roadways, public transportation services, bicycle facilities, and urban trails, are supplied to ensure everyone can move around Golden when and how they wish. This section presents the TMP's recommended mode specific strategies. Specific strategies were developed from the challenges identified in Golden's Mobility Assessment and public feedback gathered during the TMP. These strategies build upon the strengths that exist in Golden today but also focuses on the solutions that can achieve the City's Mobility Vision and Core Community Values over the next 20 years.

ROADWAY CAPACITY & OPERATIONS STRATEGY

All travel modes rely on the street network to move around. The street network is made up of many types of roads, from residential streets to state highways. It is necessary to have a street network that can transport people and goods safely and reliably. While Golden's streets have generally kept up with the amount of local growth, the state highways traversing the community have not kept pace with the regional growth surrounding Golden.

Congestion cannot be solved solely by widening roadways. However, adding capacity to select state highways will improve the livability of Golden by keeping regional traffic on regional highways.

Actions

The CO Hwy 93 and US 6 corridor through Golden has challenged both CDOT and the City for years. Regional population and employment growth have placed tremendous strain on the corridor's ability to accommodate traffic. The domino effect of congestion on this corridor impacts local street circulation, divides the community, and negatively impacts the adjoining neighborhoods' quality of life.

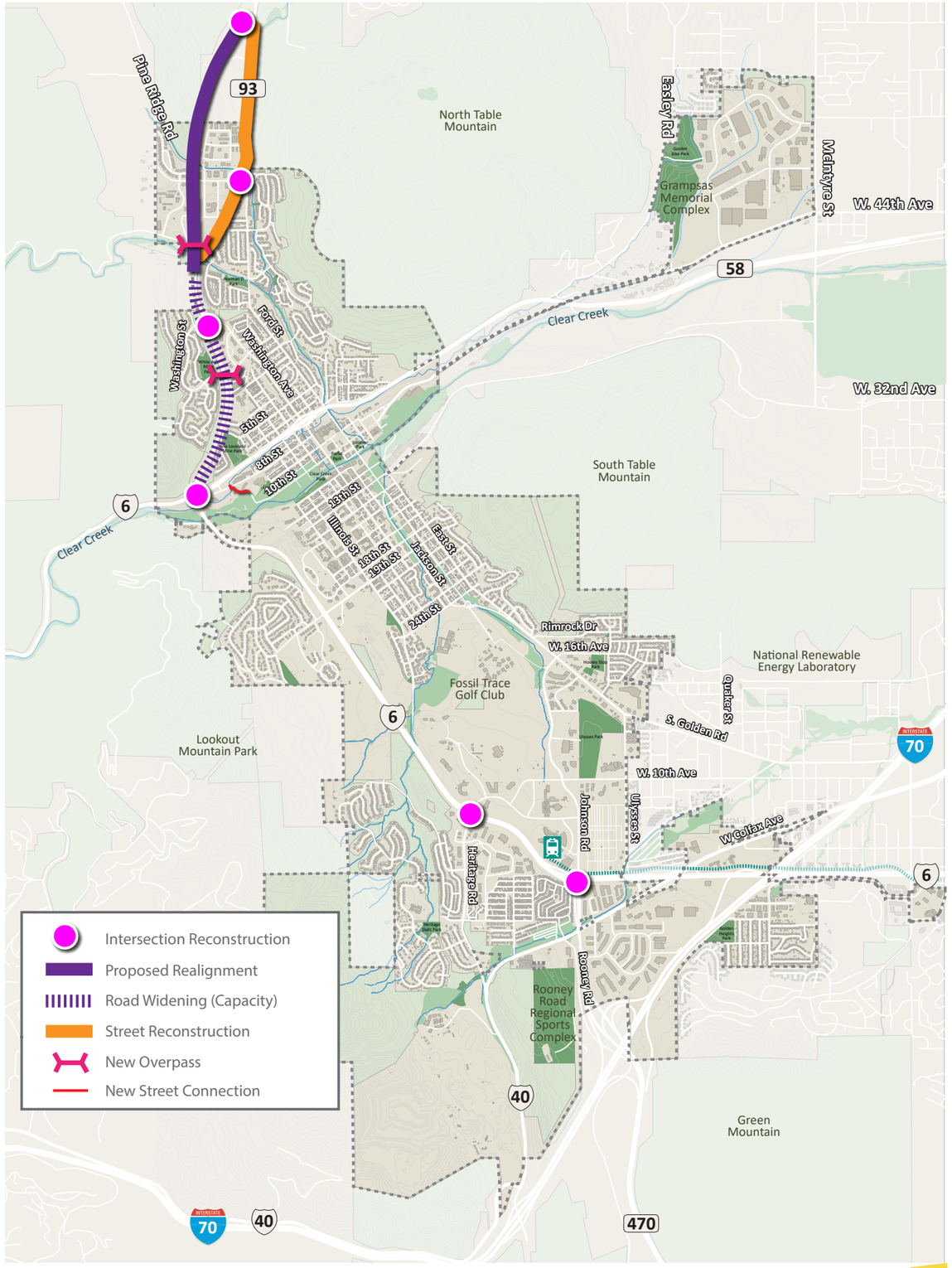
Several significant projects proposed along this corridor simultaneously address congestion, improve multi-modal connectivity, and improve the overall quality life of the adjoining neighborhoods.

The scope of the needed improvements in the CO Hwy 93 and US 6 corridor require potential projects to be implemented individually over many years. Like the US 6 and 19th Street interchange, each project is expected to address the regional mobility challenges while improving local circulation and the quality of life in Golden.

CO Hwy 93 Widening and Intersection Improvements CO Hwy 93 will need to be widened to four lanes to accommodate regional traffic growth. Congestion at the following intersections with CO Hwy 93 should be addressed over the next 20-years: Pine Ridge Road, Golden Gate Canyon Road, Washington Avenue, Iowa Drive, and CO Hwy 58.

CO Hwy 93 Realignment – The City of Golden has right-of-way to realign CO Hwy 93 west of its current location, from Washington Avenue to the City's northern boundary. The realignment would allow the City to reclaim the older portion of CO Hwy 93 and reconnect north Golden.

Heritage Road and US 6 Intersection – Heritage Road intersection with US 6 is a critical bottleneck in the US 6 corridor. A grade separated interchange, like the US 6 and 19th Street interchange is needed to reduce congestion.



TRANSIT STRATEGY

Golden is a mature community where public rights-of-way are largely built-out and roadway expansion is no longer a viable option due to physical appropriateness, cost, fiscal realities, and lack of political acceptance. As the community and the Denver Region continue to grow, transit's role as a mobility partner will grow in importance.

Coverage, reliability, and speed of transit service are decisive factors in attracting and retaining riders. Coverage is the extent to which the transit system serves the community. Reliability is the consistency and predictability of transit to arrive and depart on time. Speed is the ability of transit to move along a route in a reasonable amount of time, competitive with a car.

Priority transit investments moving forward should be implemented to improve the coverage, speed, and reliability of transit service. Currently, the south central portion of the City has effective transit service within the community and to the Denver Region. The northern an southern portions of Golden have regional transit connections to Denver and Boulder, but the area's city-wide transit coverage could be improved. The eastern portion of the City, the Coors Technology Center, has no transit coverage.

Over time, additional transit improvements are needed to ensure Golden's future mobility needs, economic competitiveness, and overall livability continue to meet the expectations of its residents, employers, and visitors.

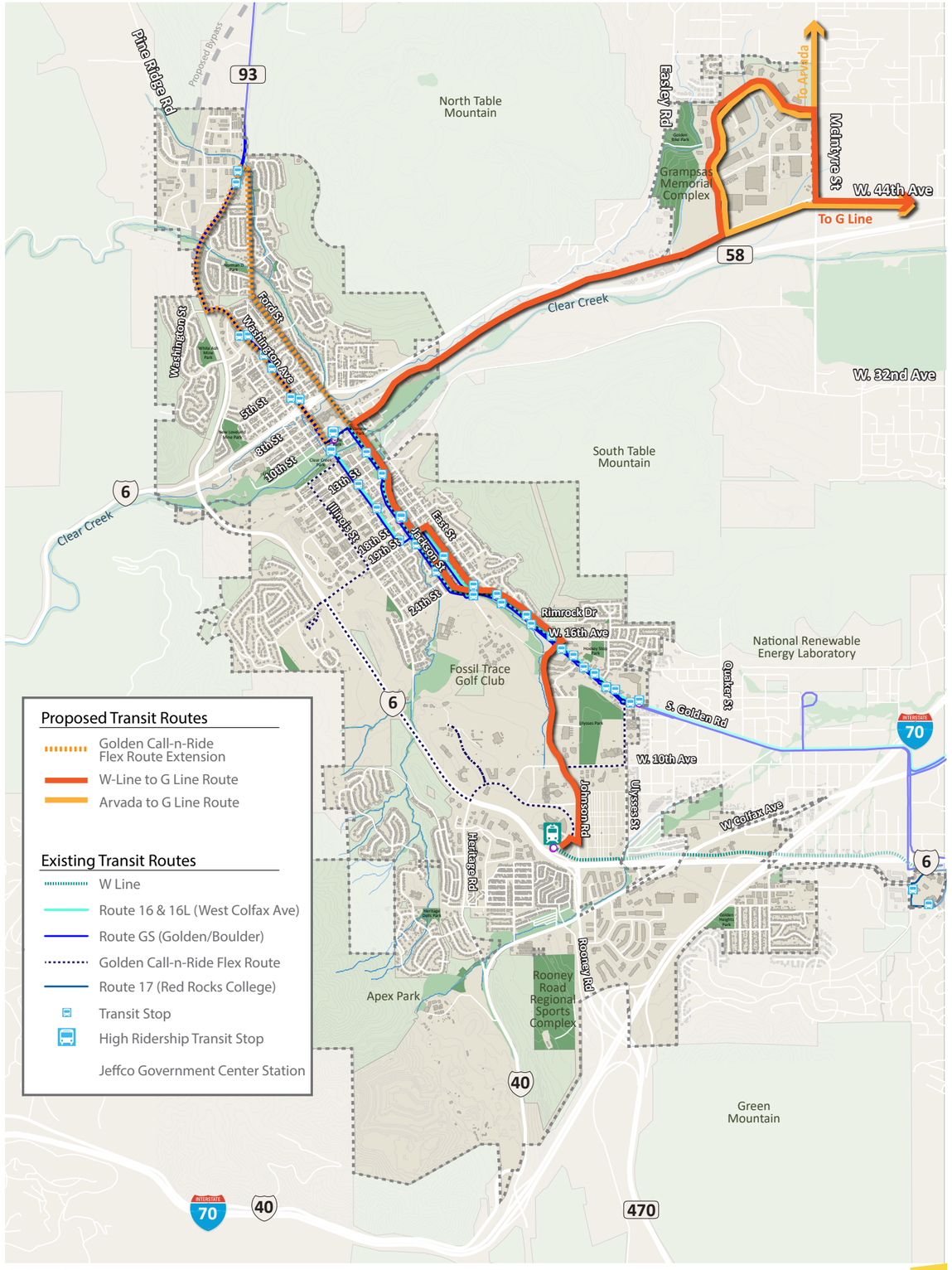
Actions

Several potential transit investments are available to increase attractiveness, comfort, and efficiency of transit in Golden, including increasing the frequency of existing service, introducing new routes, and adding bus stop amenity improvements like shelters and benches. Specific recommendations of this TMP include:

New Transit Routes
Employers and residents in Golden mutually called for improved transit opportunities in the City. Three potential routes emerged in the process that are worthy of further evaluation and discussions with RTD:

Golden FlexRide Refine and Extend - The current Golden FlexRide, with its 15-minute headways, provides exceptional transit service for the City of Golden. However, North Golden residents and employers do not have access to this service. The City should consider extending service to the emerging employment centers and senior housing in North Golden. During this evaluation, the TMP recommends the City consider converting the existing FlexRide from its circulator format to a traditional linear, two-way route along Johnson Street, South Golden Road, and Washington Avenue. This conversion would reduce the service's coverage in the community including direct access to the Mines campus. However, the modification would also likely reduce operating costs while improving route efficiency and reliability. This change might increase the possibility of extending the service north.

Connect Transit to Coors Technology Center – Eastern Golden, the Coors Technology Center, and the businesses along McIntyre Street do not have access to transit service. This creates an economic disadvantage for the residents and employers in the area. Two routes are recommended to be explored with RTD to resolve this inequity. One is the return of RTD service along 44th Avenue, connecting the Coors Technology Center to the Denver Region. The second route recommended involves creating a transit connection from RTD W Line's Golden Station to RTD's Gold Line Wheat Ridge/Ward Road Station.



BICYCLE STRATEGIES

The City of Golden values bicycling as a sustainable mode of transportation and has prioritized bicycling as a way to experience the City. Based on those values, Golden has developed an extensive bicycle network that serves both recreational and transportation trips.

A Bike Network Analysis (BNA) was conducted in the City of Golden which measures the level of traffic stress on each street based on roadway characteristics such as the presence and quality of a bicycle facility, speed limit, number of lanes, and the presence of parking.

The low-stress network identified represents the routes that feel more comfortable to a typical adult with an interest in riding a bicycle, but who is concerned about interactions with vehicular traffic.

A goal of this mode specific strategy for bicycling in Golden is to enhance the existing system so that people of all ages and abilities feel more comfortable and less stress traveling by bicycle.

The City of Golden can accomplish this by:

- *Providing additional buffered and protected bicycle facilities*
- *Filling the gaps in the existing network so that the entire City is accessible by bicycle*
- *Improving existing crossings of all roadways and provide additional accommodations to remove barriers for people bicycling*
- *Encouraging more people to bicycle*
- *Providing safety education and enforcement*

Types of Bicyclists
As the TMP was being developed, stakeholders and public input suggested that the bicycle system provide more options for people of all ages and abilities. Most cyclists can be categorized into one of the following groups:

- *Strong and Fearless: People willing to bicycle with limited or no bicycle-specific infrastructure*
- *Enthused and Confident: People willing to bicycle if some bicycle-specific infrastructure is in place*
- *Interested but Concerned: People willing to bicycle if high-quality bicycle infrastructure is in place*
- *No Way, No How: People unwilling to bicycle even if high-quality bicycle infrastructure is in place*

Bicycle Facility Toolbox
The following facility types or "Toolbox" should be thoughtfully deployed in a manner that creates a cohesive bicycle network.

Bicycle Facility Map
The Bicycle Facility Map shows the existing and proposed bicycle network for the City of Golden and suggestions for improvements for unincorporated Jefferson County. The following facilities should be thoughtfully deployed in a manner that creates a cohesive bicycle network.

Actions

During the public involvement phase of the TMP process, many Golden residents requested that the City invest in more enhanced bicycle and pedestrian infrastructure to make bicycling more approachable for people of all ages and abilities. The following projects have the ability to make it easier for residents to travel by bicycle through the heart of Golden, but do have associated trade-offs.

- *Separated bike lanes on Ford and Jackson Street (Trade-offs: On-Street parking removal and modifications to curb extensions)*
- *Bicycle Boulevard on East Street from 13th to Grand Court*
- *Formalize the program through the development of a City-wide Bicycle Master Plan*

Shared-Use Paths are physically separated from vehicle traffic by an open space or barrier. Shared-Use Paths are facilities on exclusive right-of-way and with minimal car crossings. Shared-Use Paths can be used by bicyclists, pedestrians, and other non-motorized users. Some agencies allow electric vehicles to also utilize Shared-Use Paths.

Separated Bicycle Lanes are an exclusive bike facility that combines the user experience of a Shared-Use Path with a conventional bike lane. A Separated Bicycle Lane is physically separated from vehicle traffic and distinct from the sidewalk. Separated Bicycle Lanes have different forms but all share common elements—they provide space that is intended to be primarily used for bicycles and are separated from vehicle travel lanes, parking lanes, and sidewalks.

Bicycle Lane is defined as a portion of the roadway that has been designated by striping, signage, and pavement markings for the preferential or exclusive use of bicyclists.

Contra-Flow Bicycle Lanes are bicycle lanes designed to allow bicyclists to ride in the opposite direction of vehicle traffic. The lane is signed as a "Bike Lane" with directional pavement markings.

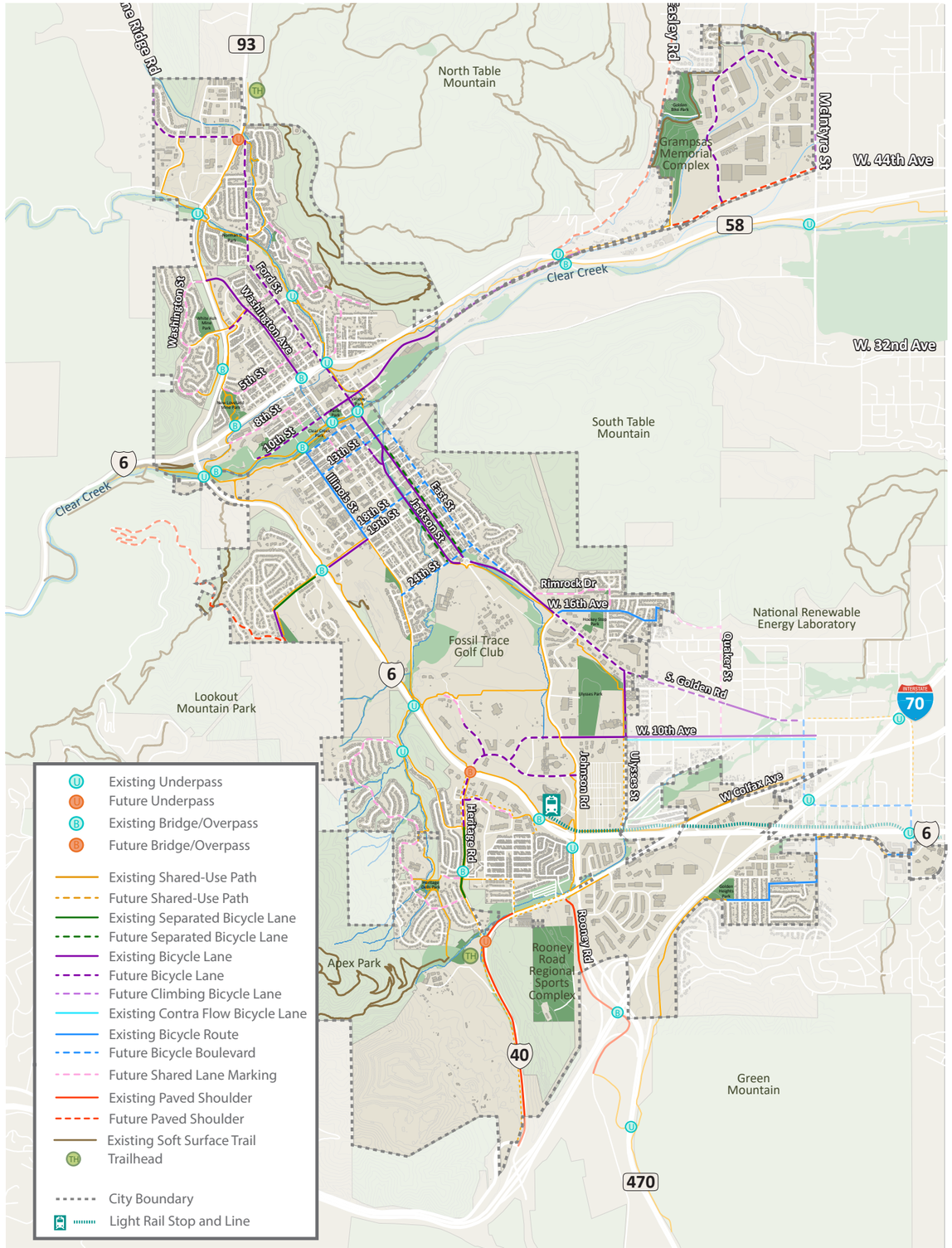
BICYCLE STRATEGIES - CONTINUED

PAVED SHOULDERS

Paved Shoulders are the area on the edge of roadways that are paved to provide an adequate shoulder for bike use (minimum of 4 feet). Paved Shoulders are typically found outside urban areas.

BICYCLE BOULEVARDS

Bicycle Boulevard are streets with low volumes of vehicle traffic and slower speeds, designed to give bicycles travel priority. Bicycle Boulevards use signs, pavement markings, and speed and volume management measures to discourage through trips by cars and create safe, convenient crossings of arterial streets.



PEDESTRIAN STRATEGIES

Everyone, at some point in their trip, is a pedestrian. Because of this, a complete and usable sidewalk system is necessary across all of Golden. Making Golden a more walkable city enhances the City's health and safety, sustainability, and economic competitiveness by improving our overall quality of life. Sidewalks also give people more options for how they move around the city. People might use sidewalks for their entire journey, as a short connection to some other mode of transportation, or for health and recreation. Since sidewalks are so critical to mobility, this makes a high-quality sidewalk system the backbone of our entire transportation network.

While pedestrian strategies are integrated throughout the TMP, this section outlines how pedestrian facilities should be equitably implemented throughout Golden. Golden has an expansive sidewalk system supplemented with a comprehensive network of shared-use pathways and trails. However, critical gaps and undersized facilities persist throughout the community which need to be addressed.

The City should focus their pedestrian efforts program on completing the pedestrian network where gaps currently exist and continue to upgrade crosswalks to meet ADA requirements. Undersized pedestrian facilities can be upgraded over time as street reconstruction is needed. Pedestrian facilities should also be prioritized around existing and future high-pedestrian activity centers, transit corridors and those street intersections with safety concerns.

Actions

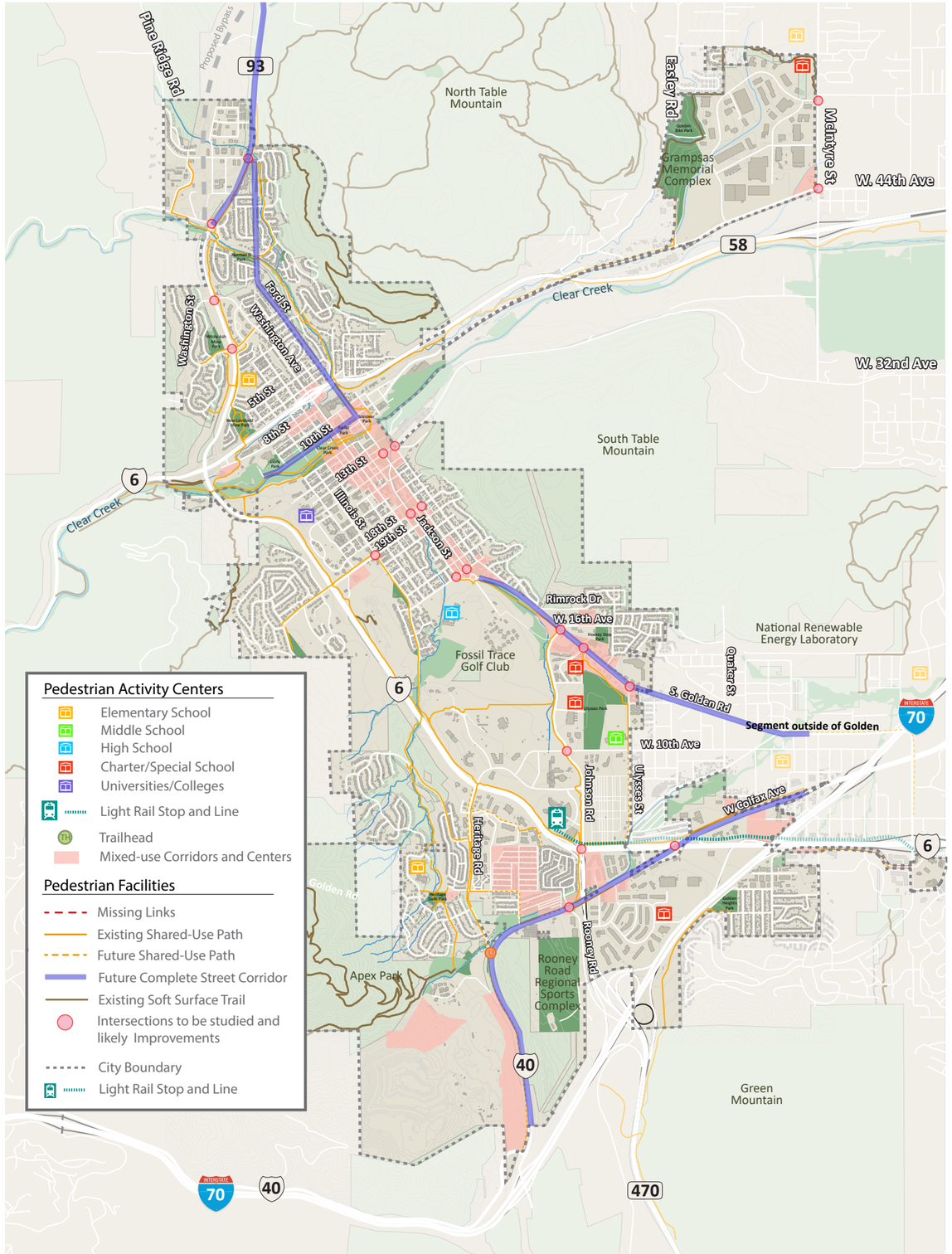
The Pedestrian Facility Map on the following page shows critical missing links in the network, along with high-pedestrian activity centers, mixed-use corridors, and pedestrian key destinations, like parks and schools, where pedestrian activity will likely be higher. Specific pedestrian actions recommended from this TMP include:

City-Wide Sidewalk Completion Action Plan – The City should develop a community-wide Sidewalk Completion Plan to clarify and prioritize the pedestrian recommendations emerging in this TMP. Currently the City requires the private development community to build sidewalks as development and redevelopment occurs. The City has also provided misc. dollars for walkability over the past several years. While this is a fiscally responsible approach, it does not guarantee important sidewalk gaps are ever completed. This sidewalk completion action plan should explore the City's sidewalk network and identify the critical gaps in which the City should pro-actively complete to ensure every, resident, employee and visitor in Golden can successfully initiate, or complete their trips.

In this effort, the City can reimagine their sidewalk design standards (Municpal Code (11.05.080) and financing strategies to fund the program. For example, the City could modify their impact fee ordinance to include fees necessary to complete sidewalk network. This is one example how the City can ensure private investment reimburses the City for the sidewalks built ahead of development.

City-Wide Intersection Safety Audit and Prioritization Program – The intersection of streets is often the most significant barrier to creating a robust pedestrian and bicycling environment. Negotiating an intersection is the most dangerous moment for pedestrian and bicyclist trips, as they represent the highest potential conflict points. This Safety Audit and Prioritization Program should evaluate quantifiable data like crash history, travel speeds, and visibility of each intersection around the city as well as ensure there are more comfortable paths for pedestrians and bicyclists to negotiate.

Complete Street and Traffic Calming Program – The City should continue its systematic upgrade to major corridors which need to better balance the multi-modal demands being placed on them. Like the Washington Avenue and Heritage Road corridors, Colfax Avenue, Ford Street, 10th Street and S. Golden Road have been identified to ensure the multiple uses of the corridors have street designs capable of handling of diverse demands being expected of them. Each of these projects are large scale, will require trade-off between parking and traffic operations, and may require financing partnerships to implement.



5.3 PROGRAMS AND PROJECTS

The scale and range of eligible programs and projects capable of addressing the City's transportation challenges vary widely in scope, from regional improvements like fixing the Heritage Road and US 6 intersection to completing a missing sidewalk in south Golden. Eligible solutions may address all the City's transportation challenges, a combination of challenges, or a single challenge. Priorities will be established by how well the various solutions achieve the City's mobility goals as measured against their associated success measures.

CATEGORIZING SOLUTIONS

The first step in prioritizing and implementing eligible transportation solutions is to categorize them based on their ability to address the City's mobility challenges. This categorization process helps inform the community's consideration of each recommendation in relationship to their scope, scale, and utility. Three kinds of recommendations emerged from this planning effort:

- **Policies** are regulatory tools used to clarify City operational preferences needed to advance the City's mobility goals. Policies provide guidance on how to develop specific programs and projects and how to collaborate on their implementation.
- **Programs** generally encourage, educate, support, or organize mobility options. Programs may be implemented by or in partnership with organizations outside of the City.
- **Projects** contain recommendations and descriptions for facility or design improvements that will improve access and mobility options. These projects represent the priorities at the time this plan was adopted.

Policies, programs, and projects are grouped into three categories, or tiers of investment, based on their ability to address the community's mobility challenges: ***balancing regional mobility and community quality of life; community connectivity, comfort,* and safety;** and, ***transit convenience***. The three solution tiers were created for the purposes of categorizing projects and identifying their influence, not necessarily prioritizing their implementation.

Tier 1 - Solutions address all three of Golden's mobility challenges. In many cases, these projects exceed the financial resources of the City and require funding agreements with regional mobility partners. Tier 1 solutions are aspirational and when funding opportunities emerge, the City would be well served in prioritizing these projects over Tier 2 and Tier 3 initiatives.

Tier 2 - Initiatives that address two of the community mobility challenges. Some of these recommendations also exceed the fiscal resources of the City and require funding agreements with regional mobility partners. Other projects are easily achievable with City funding. Tier 2 initiatives do not prioritize recommendations by which mobility goals they address. However, Tier 2 projects, in general, could be considered a higher priority over projects identified in Tier 3 when funding is available.

Tier 3 - Recommendations address one of the City's three transportation challenges. Most solutions can be implemented through existing City resources. Each project classified in Tier 3 is important. Like Tier 2 projects, programs and projects grouped in this category are not prioritized by which mobility goals they address. While most of the projects in Tier 1 and Tier 2 are generally higher priority, year over year the City should implement recommendations from Tier 3 because of the equitable benefits they provide the larger Golden community. Tier 3 projects can be better distributed throughout the community. If the City only implements Tier 1 or Tier 2 projects because of their ability to address multiple mobility challenges, many parts of the community will not benefit from any City investment for years.

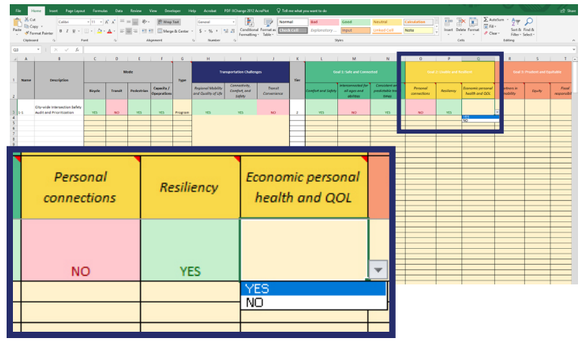
PRIORITIZING SOLUTIONS

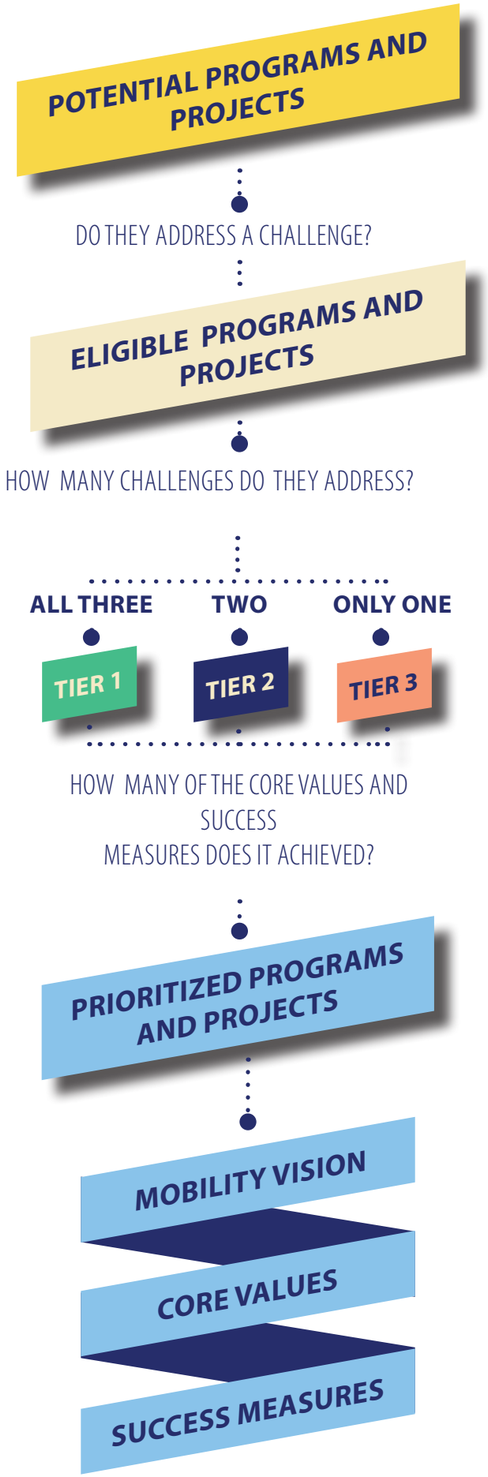
Recommendations within each tier are prioritized by their ability to achieve the mobility vision as measured through the community's goals and associated success measures. There are three community goals and each goal has three success measures. Recommendation within each tier are given a score from 0-9. One point for each success measure. The highest-scoring recommendations receive the highest priority within each project tier.

The success measures are deliberately subjective in nature allowing staff, the MTAB, the Planning Commission, and City Council the ability to interpret and debate the merits of each project from their individual perspectives.

Description sheets and a prioritization score card (spreadsheet) for each recommendation will be provided annually during the budget update processes.

The prioritization scorecard should be an easy to use spreadsheet with pull-down menus. An example of the prioritization scorecard for previously developed City of Golden projects is shown in the next section.





PRIORITIZATION EXAMPLE

Three example scores for previous projects are provided to assist in understanding the project tiering and prioritization. Note prioritization within each Tier. Projects in one Tier are not prioritized against another Tier of projects.

Planning Commission recommendations and City Council decisions should be based on available funding. Many of the Tier 1 projects will require funding partnerships, while Tier 2 and 3 projects will be most likely funded locally

TRANSPORTATION CHALLENGES

1. Regional Mobility & Community Quality of Life

2. Community Connectivity, Comfort, and Safety

3. Transit Convenience

CORE COMMUNITY VALUES AND SUCCESS MEASURES

Safe and Connected

- Create a sense of comfort where our pedestrian, cyclists, transit riders, and motorists are safer and more at ease with their surroundings
- Ensure Golden is an interconnected city that can be enjoyed by people of all ages and mobility levels
- Strive to provide our pedestrians, bicyclists, transit riders, and motorists a consistent range of predictable travel times

Livable and Resilient

- Ensure Golden is a community whose neighborhoods and public spaces promote personal connections
- Will ensure each mode of travel provides choices in anticipation of unforeseen challenges
- Contribute to the economic prosperity, public health, and exceptional quality of life in the city

Prudent and Equitable

- Make motorists, transit riders, bicyclists, and pedestrians of all ages and abilities partners in mobility
- Will be distributed equitably throughout the city, ensuring all residents, employees, and visitors have mobility choices regardless of their income, racial makeup, age, or personal agility
- Will reflect the responsible use of our fiscal resources where we maximize the return on our investments and minimize financial risk to the community

EXAMPLE PROGRAMS AND PROJECTS

REF#	DESCRIPTION	TRAVEL MODE(S)	TRANSPORTATION CHALLENGES			CORE VALUES AND SUCCESS MEASURES			
			1. Regional mobility community quality of life	2. Community connectivity, comfort, and safety	3. Transit convenience	Safe and Connected	Livable and Resilient	Prudent and Equitable	PRIORITY SCORE
TIER 1									
	Washington Avenue Complete Street		✓	✓	✓	✓✓✓	✓✓✓	✓✓	**8 / 9**

The recently completed Washington Avenue Complete Street is a good example of a Tier 1 Project. The project addresses all three of the City's primary transportation challenges. The project addresses the first challenge of Regional Mobility and Community Quality of Life. Washington Avenue is a common cut-through route for regional traffic trying to avoid congestion on the CO Hwy 93 corridor. The redesign of the street balances the regional demand on the corridor with the livability requirements of the commercial area and neighborhoods the corridor traverses. The project addresses the second challenge, Community Connectivity, Comfort, and Safety, by creating a street for all mobility users in the corridor. The third challenge, transit convenience, is accomplished by improving the corridor and stops for RTD's Golden Boulder (GS) Route.

The Washington Avenue Complete Street Project addressed each of the City's thee Transportation Core Values. However, the project scored an eight out of possible nine because it missed the equity success measure because, by definition, the solution was specific to the Washington Avenue Corridor and not part of a City-wide program or application which ensures an equitable distribution. Otherwise, the project met all the City's Transportation Core Values and their associated Success Measures. Note this project was prudent as it leveraged City funds in partnerships with a DRCOG Grant to implement the project.

TIER 2									
	Heritage Road Improvement		✓	✓	✓	✓✓	✓✓	✓✓	**6 /9**

The Heritage Road Improvements completed a few years ago is a good example of a Tier 2 Project. The project introduced a first-generation cycle-track and roundabouts along Heritage Road to calm traffic and create a safe and comfortable facility for pedestrian and bicyclists. The project's design addressed the City's first transportation Regional Mobility and Community Quality of Life. Heritage Road, like Washington Avenue, is a regional cut-through route for motorists attempting to get between the US 6 and I-70 corridors. The design of the street balances the regional demand on the corridor with the livability needs of the neighborhoods the street traverses. The project also addresses the second challenge, Community Connectivity, Comfort, and Safety, by creating a street for all mobility users in the corridor. However, the third challenge, transit convenience, is not addressed as there is no RTD transit route on the corridor.

The Heritage Street Project addressed each of the City's Transportation Core Values. However, the project scored only six out of possible nine success measures because it missed one measure in each of the City's Core Values. The project failed to ensure Golden is an interconnected city that can be enjoyed by people of all ages and mobility levels as it was a first-generation cycle-track and can be improved. The project also failed to ensure Golden is a community whose neighborhoods and public spaces promote personal connections as urban design was not an element in the project's design. The solution was specific to the Heritage Street Corridor and not part of a City-wide program or application which ensures an equitable distribution.

TIER 3									
	Speed Tables on Ford Street			✓		✓	✓	✓✓	**6 /9**

The recently introduced speed tables on Ford Street are a good example of a Tier 3 Project. Traffic calming features on Ford Street address needed traffic calming on Ford Street; however, they do not address the livability of the neighborhood needed to meet the first transportation challenge of the community, Regional Mobility and Community Quality of Life. The project does address the City's second mobility challenge, , Community Connectivity, Comfort, and Safety, by slowin g traffic on the street, making it safer for pedestrians and bicyclists using the street. There is no RTD transit route on Ford Street. Therefore, it does not address the City's third transportation challenge, transit convenience.

The speed tables also addressed each of the City's Transportation Core Values. The project scored six out of possible nine success measures, missing one in each of the Core Values. This traffic calming project failed to create a sense of comfort where all modes at ease with their surroundings. The project missed a success measure in the second core value, ensure Golden is a community whose neighborhoods and public spaces promote personal connections, as there was no urban design component in the project's design. Finally, the project missed making motorists, transit riders, bicyclists, and pedestrians of all ages and abilities partners in mobility. While the project slowed the speeds of vehicular travel on Ford Street, it did not improve alternative modes of travel along the street.

5.4 RECOMMENDATIONS AND PRIORITIES

Programs and projects identified for this TMP were identified through the combination of previously identified needs by City staff; independent assessment as illustrated in the TMP's Mobility Assessment (under separate cover); and, community feedback gathered during the TMP public outreach efforts.

Planning level cost estimates were generated were not used to prioritize projects. City Council should take more accurate engineering level costs into consideration annually when finalizing the City budget. Cost assumptions include:

$ >$50,000
$$ between $50,000 and $250,000
$$$ between $250,000 and $500,000
$$$$ between $500,000 and $1 million
$$$$$ between $1 million and $5 million
$$$$$$ = more than $5 million

The projects shown below should be reevaluated on an annual basis. A report will be issued at the end of each planning cycle to reflect progress made for each project identified below.

TIER 1 PROGRAMS AND PROJECTS

Tier 1 programs and projects were prioritized by their ability to adhere to the City's Transportation Core Values and Measures of Success.

Tier 1 transportation programs focus on advancing mode specific city-wide programs to assist staff in identifying and prioritizing future projects for each travel mode. Tier 1 projects are generally larger projects which are more regional in character that will likely require funding from regional partners. These projects address regional traffic congestion, reconnect the community and expand transit service to better interconnect the city and the Denver Region.

TIER 1 - PROGRAMS AND PROJECTS			CHALLENGES			CORE VALUES AND SUCCESS MEASURES					
REF#	DESCRIPTION	TRAVEL MODE(S)	1. Regional mobility community quality of life	2. Community connectivity, comfort, and safety	3. Transit convenience	Safe and Connected	Livable and Resilient	Prudent and Equitable	PRIORITY SCORE	Order of Magnitude Costs
PROGRAMS										
1-1	**Update the Walkability Plan** - The Walkability Plan will be updated. Included with the update will be a prioritization for safe routes to school, a pedestrian safety audit, and sidewalk completion plan.		✓	✓	✓	✓✓✓	✓✓✓	✓✓✓	9/9	$$
1-2	**Create Complete Street and Traffic Calming Program -** The City passed a complete street ordinance to require all modes of transit on major corridors throughout the City. Staff will review the City's complete street priority corridors.		✓	✓	✓	✓✓✓	✓✓✓	✓✓✓	9/9	$
1-3	**Update Bicycle Master Plan & Micro Mobility Planning -** The Bicycle Master Plan will be updated. Included with the update will be a prioritization for micro-mobility infrastructure.		✓	✓	✓	✓✓✓	✓✓✓	✓✓✓	9/9	$$
1-4	**Create a city-wide Transit Stop and Amenity Program** - This program will identify the types of amenities that shall be included at every transit stop in Golden. May include updates to bus shelters, bikes racks, lighting etc.		✓	✓	✓	✓✓✓	✓✓✓	✓✓✓	9/9	$
1-5	**City-wide Intersection Safety Audit and Prioritization -** The intent of this effort will be to identify critical intersections that require safety improvements for each mode of travel in the community.		✓	✓	✓	✓✓✓	✓	✓✓✓	7/9	$$
1-6	**City-wide Way-finding Program -** The City will review its way-finding signage in order to provide a unified approach throughout the community.		✓	✓	✓	✓✓	✓	✓✓	5/9	$
1-7	**Downtown Modal Priority Streets -** The City will assess the mobility demands on downtown streets and identify the modal priorities that will be implemented through the city-wide street design guide.		✓	✓	✓	✓	✓	✓	4/9	$

Currently defined city projects. Projects not highlighted require additional evaluation.

** Project is dependent on the construction of the CO Hwy 93 By-pass*

TIER 1 - PROGRAMS AND PROJECTS - CONTINUED

REF#	DESCRIPTION	TRAVEL MODE(S)	TRANSPORTATION CHALLENGES: 1. Regional mobility community quality of life	TRANSPORTATION CHALLENGES: 2. Community connectivity, comfort, and safety	TRANSPORTATION CHALLENGES: 3. Transit convenience	CORE VALUES AND SUCCESS MEASURES: Safe and Connected	CORE VALUES AND SUCCESS MEASURES: Livable and Resilient	CORE VALUES AND SUCCESS MEASURES: Prudent and Equitable	PRIORITY SCORE	Order of Magnitude Costs
PROJECTS										
1-8	**Reconstruct Colfax Avenue as a Complete Street -** Specifically those portions of Colfax Avenue from the southern border of the City to the intersection of Corporate Drive. Future improvements east of Rooney Road are currently being considered for a phase 2 effort.		✓	✓	✓	✓✓✓	✓✓✓	✓✓	8/9	$$$$$
1-9	**Improve Heritage Road intersection with US 6 -** As part of the Golden Plan, this intersection shall be grade separated to improve traffic operations. Mitigation features and community amenities similar to the US 6 and 19th Street interchange will be included.		✓	✓	✓	✓✓✓	✓✓✓	✓✓	8/9	$$$$$$
1-10	**Reconstruct South Golden Road as a Complete Street -** This project is currently being conceived as a shared use path along the south side of South Golden Road.		✓	✓	✓	✓✓✓	✓✓✓	✓	7/9	$$$$$
1-11	**Study transit route between W Line and G Line -** The City shall research the feasibility of a transit route that will connect the two light rail stations that currently service the community of Golden.		✓	✓	✓	✓✓	✓✓	✓✓	6/9	$
1-12	**Improve Washington Avenue intersection with CO 93 -** The City shall promote the improvement identified in the Golden Plan (aka the Muller Plan)		✓	✓	✓	✓✓✓	✓	✓	6/9	$$$$$
1-13	**Improve Iowa Drive intersection with CO 93 -** The City shall promote the improvement identified in the Golden Plan (aka the Muller Plan)		✓	✓	✓	✓✓✓	✓	✓	6/9	$$$$$
1-14	**Improve Johnson Street Intersection with US 6 -** The City shall promote the improvement for pedestrian and bicyclist to cross the intersection.		✓	✓	✓	✓✓	✓	✓✓	6/9	$$$
1-15	**Improve US 6 / CO Hwy 58 intersection with CO 93 -** The City shall promote the improvement identified in the Golden Plan (aka the Muller Plan)		✓	✓	✓	✓✓	✓	✓	5/9	$$$$$$
1-16	**Study transit route from Coors Tech Park to the G Line -** The City shall research the feasibility of a transit route that will connect a Coors Tech Park along 44th Avenue to the G Line station along Ward Road		✓	✓	✓	✓	✓✓	✓	4/9	$
1-17	**Construct CO Hwy 93 Realignment -** The City shall promote the improvement identified in the Golden Plan (aka the Muller Plan)		✓	✓	✓	✓✓	✓		3/9	$$$$$$
1-18	**Reconstruct Existing CO Hwy 93 as a Complete Street** - The City shall promote the improvement identified in the Golden Plan once the By-Pass is constructed (aka the Muller Plan)		✓	✓	✓	✓✓✓	✓✓✓	✓	7/9*	$$$$$

Currently defined city projects. Projects not highlighted require additional evaluation.

** Project is dependent on the construction of the CO Hwy 93 By-pass*

TIER 2 PROGRAMS AND PROJECTS

Tier 2 programs focus developing or enhancing specific city-wide policies to improve walking, bicycling and the use of transit in the community. Tier 2 projects focus on improving the bicycling environment and street safety. Some the projects recommended can be implemented easily. Others will require coordination with a to be developed city-wide bicycle master plan as well as individual roadway stakeholders as they may require removal of: travel lanes, existing on street parking, and traffic calming devices on some streets.

TIER 2 - PROGRAMS AND PROJECTS			TRANSPORTATION CHALLENGES			CORE VALUES AND SUCCESS MEASURES				
REF#	DESCRIPTION	TRAVEL	1. Regional mobility and community quality of life	2. Community connectivity, comfort, and safety	3. Transit convenience	Safe and Connected	Livable and Resilient	Prudent and Equitable	PRIORITY SCORE	Order of Magnitude Costs
PROGRAMS										
2-1	**Create Transportation Demand Managment (TDM) Policies for New Housing Developments -** The City shall research development requirements and incentives for parking reductions that prioritize alternative mobility options such as transit passes and car share etc.			✓	✓	✓✓✓	✓✓✓	✓✓	8/9	$
2-2	**Create Policy Maintaining Pedestrian and Bicycle Routes During Construction -** The City shall formalize a policy to ensure that no travel lane for bicycle users and pedestrians is obstructed during construction. If obstruction is necessary, an alternative route shall be determined.		✓	✓		✓✓✓	✓	✓✓	6/9	$
2-3	**Update Policy for Winter Maintenance of Sidewalks and Bicycle Facilities -** The City shall evaluate its procedures for maintaining trails, bicycle lanes, and sidewalks during the winter months as they relate snow removal.		✓	✓		✓✓✓	✓	✓	6/9	$
2-4	**Create Bicycle and Pedestrian Count Program -** The City shall determine areas of the City where bicycle counts are necessary to determine utilization of existing infrastructure or areas that may be in need of additional infrastructure. The City shall also determine the method of data collection and the time-frame for the study.		✓	✓			✓	✓✓✓	4/9	$

Currently defined city projects. Projects not highlighted require additional evaluation.

TIER 2 - PROGRAMS AND PROJECTS - CONTINUED

REF#	DESCRIPTION	TRAVEL	TRANSPORTATION CHALLENGES			CORE VALUES AND SUCCESS MEASURES				
			1. Regional mobility and community quality of life	2. Community connectivity, comfort, and safety	3. Transit convenience	Safe and Connected	Livable and Resilient	Prudent and Equitable	PRIORITY SCORE	Order of Magnitude Costs
PROJECTS										
2-5	**Plan and Reconstruct Ford Street as a Complete Street -** Specifically those portion of Ford Street north of 10th Street.		✓	✓		✓✓✓	✓✓✓	✓	7/9	$$$$$
2-6	**Plan and Reconstruct 10th Street as a Complete Street -** This is envisioned for the entire span of 10th Street within the City of Golden		✓	✓		✓✓✓	✓✓✓	✓	7/9	$$$$$
2-7	**Protected Bike Lanes on Ford and Jackson Street -** Specifically those segments of each roadway between 14th Street and 24th Street		✓	✓		✓✓✓	✓	✓✓✓	7/9	$$$$
2-8	**Table Mountain Pkwy bike lanes from 44th to McIntyre -** The City shall provide painted bike lanes along 44th Street (possible parking removal vs better policy to fill gaps)		✓	✓		✓✓✓	✓✓	✓✓	7/9	$
2-9	**Pine Ridge Road bike lanes from Hwy 93 to Jesse Lane -** The City shall provide painted bike lanes along Jesse Lane		✓	✓		✓✓✓	✓✓	✓✓	7/9	$
2-10	**Iowa Drive Bike Lanes from Hwy 93 to Washington -** The City shall provide painted bike lanes along Iowa Drive. This may require a widening of the road at the sacrifice of the tree lawn.		✓	✓		✓✓✓	✓✓	✓✓	7/9	$$$
2-11	**Iowa Drive Bike Lanes From Washington to Ford - T**he City shall provide painted bike lanes along Iowa Drive. This may require a widening of the road at the sacrifice of the tree lawn.		✓	✓		✓✓✓	✓✓	✓✓	7/9	$
2-12	**W.10th Avenue bike lanes from Johnson Rd to Jefferson County Pkwy (Removes travel lane) -** The City shall provide painted bike lanes along 10th Ave. to Jefferson County Pkwy, west of Johnson Road.		✓	✓		✓✓✓	✓✓	✓✓	7/9	$$
2-13	**Jefferson County Pkwy Bike Lanes from Johnson Road to US 6. (Removes travel lanes) -** The City shall provide painted bike lanes along Jefferson County Pkwy to US 6		✓	✓		✓✓✓	✓✓	✓✓	7/9	$$
2-14	**Implement Bike Blvds On: East Street; 24th Avenue; 18th Avenue; and 13th Avenue -** The City shall create a signage program for bicycle blvds as well as painted sharrows for the areas identified above.		✓	✓		✓✓✓	✓✓	✓✓	7/9	$
2-15	**Shared-Use Paths On: Ulysses Street; Zeta Street. and W. 4th Avenue -** The City shall study and provide a 10-foot shared path along the identified roadways.		✓	✓		✓✓✓	✓✓	✓✓	7/9	$$
2-16	**Install Roadway Shoulders On: Lookout Mountain Road; and 44th Avenue -** A feasibility study will be undertaken to determine if a bike lane, or wider shoulders can be constructed along these roads.		✓	✓		✓	✓✓	✓✓	5/9	$$$
2-17	**Shared Lane Markings on Washington Avenue -** The City shall provide painted sharrows in along Washington Ave.		✓	✓		✓✓	✓	✓	4/9	$
2-18	**Enhance Bicycle Parking at Transit Stops -** The City shall install bicycle racks at transit stops where space is available. This shall be determined in coordination with the transit stop improvement plan			✓	✓	✓	✓	✓✓	4/9	$
2-19	**Upgrade Heritage Road Raised Bike Lanes and Sidewalks -** The City shall upgrade these facilities to prioritize safety for cyclists at each roundabout.		✓	✓		✓	✓	✓	3/9	$$$

Currently defined city projects. Projects not highlighted require additional evaluation.

TIER 3 PROGRAMS AND PROJECTS

Tier 3 programs generally outline new data collection efforts to allow the community to monitor the TMP's implementation. Tier 3 projects focus on improving the walking environment and street safety. Some the projects suggest the City should expand its concrete program to implement sidewalks today, rather than wait for private development. The proposed pedestrian master plan should outline how these improvements can be financed with city resources.

TIER 3 - PROGRAMS AND PROJECTS			TRANSPORTATION CHALLENGES			CORE VALUES AND SUCCESS MEASURES				
REF#	DESCRIPTION	TRAVEL MODE(S)	1. Regional mobility and community quality of life	2. Community connectivity, comfort, and safety	3. Transit convenience	Safe and Connected	Livable and Resilient	Prudent and Equitable	PRIORITY SCORE	Order of Magnitude Costs
PROGRAMS										
3-1	**Study underpass and intersection lighting -** The City shall perform a study that will determine if the community's underpasses and intersections are properly lighted to ensure safety for pedestrians.			✓		✓✓✓	✓✓✓	✓✓✓	9/ 9	$
3-2	**Strengthen Policies for New Development to Enhance Pedestrian Realm -** The City will update land development regulations to emphasize safe, high-quality pedestrian circulation.			✓		✓✓	✓	✓✓	6/9	$
3-3	**Subscribe to a Big Data Provider and Monitor the Travel Times and Trip Types in Golden -** The City shall determine and acquire available data sources for monitoring various forms of mobility in the community.			✓		✓	✓	✓✓	4/9	$
3-4	**Create annual crash report by travel mode -** The City shall monitor crashes related to transit, bikes, pedestrians, and micro-mobility.			✓		✓	✓✓	✓	4/9	$
3-5	**Create Bicycle Map and Update Annually -** The City shall create a map of bicycle routes from various areas of the City and update it on an annual basis. A future project related to this program may be signage along these routes.			✓		✓✓✓		✓	4/9	$

Currently defined city projects. Projects not highlighted require additional evaluation.

TIER 3 - PROGRAMS AND PROJECTS - CONTINUED

REF#	DESCRIPTION	TRAVEL MODE(S)	TRANSPORTATION CHALLENGES: 1. Regional mobility and community quality of life	TRANSPORTATION CHALLENGES: 2. Community connectivity, comfort, and safety	TRANSPORTATION CHALLENGES: 3. Transit convenience	CORE VALUES AND SUCCESS MEASURES: Safe and Connected	CORE VALUES AND SUCCESS MEASURES: Livable and Resilient	CORE VALUES AND SUCCESS MEASURES: Prudent and Equitable	PRIORITY SCORE	Order of Magnitude Costs
PROJECTS										
3-6	**Golden Heights/Hills Neighborhoods Traffic Calming** - Analyze traffic speeds and define traffic calming measures, as needed, along Orchard Street. Evaluate pedestrian safety and sidewalk infrastructure, and prepare recommendations as needed.			✓		✓✓✓	✓✓✓	✓✓	8/9	$
3-7	**Shared-use Path from Golden Ridge Road to US 6 -** The City shall investigate the connection between these streets. This project will require an easement and an agreement with the land owner. The outcome will likely be a bike friendly stair connection.			✓		✓✓✓	✓✓✓	✓✓	8/9	$$$
3-8	**10th Street Sidewalk - Washington Avenue to Community Center -** The City shall widen the sidewalk along 10th Street between Washington Ave and the Civic Center.			✓		✓✓✓	✓✓✓	✓✓	8/9	$$
3-9	**10th Street Sidewalk - Washington Avenue to Lions Park -** The City shall widen the sidewalk along 10th Street between Washington Ave and Lion's Park.			✓		✓✓✓	✓✓✓	✓✓	8/9	$$$
3-10	**Washington Avenue Improvements between 14th to 19th -** This project is a complete street combination of pedestrian and bike improvements and sight distance improvements at intersections. Probably DDA funded.			✓		✓✓✓	✓✓✓	✓✓	8/9	$$$
3-11	**Rimrock Drive Sidewalk - S. Golden Road to Rimrock -** This project may become a partnership with Jeffco Open Space for pedestrian access to South Table Mountain.			✓		✓✓✓	✓✓✓	✓✓	8/9	$$
3-12	**Golden Terrace Sidewalk to Golden Ridge -** This desired connection from Golden Terrace Mobile Home Community is on two adjacent private parcels and requires easement and a maintenance agreement.			✓		✓✓✓	✓✓✓	✓✓	8/9	$$
3-13	**14th Avenue & Ford Street Intersection Sidewalk Improvements -** Potential operational improvement and pedestrian crossing of Ford Street.			✓		✓✓✓	✓✓✓	✓✓	8/9	$$
3-14	**15th Street Sidewalk - East Street to Jackson Street -** Replace sub standard sidewalk.			✓		✓✓✓	✓✓✓	✓✓	8/9	$$
3-15	**Johnson Road sidewalk - SGR to 10th Ave -** Replace existing sidewalk with a shared use path.			✓		✓✓✓	✓✓✓	✓✓	8/9	$$
3-16	**Cheyenne St sidewalk - 13th and 14th Streets -** Complete sidewalk on the east side of Cheyenne street between 13th and 14th. This is a difficult task due to grade and private property improvements located in right-of-way.			✓		✓✓✓	✓✓✓	✓✓	8/9	$$$
3-17	**Sidewalks - Golden CC to 10th Avenue; Maple Street; and 8th Avenue- T**his project will enhance pedestrian access between 8th and 10th Streets adjacent to community center.			✓		✓✓✓	✓✓	✓✓	7/9	$$
3-18	**Sidewalk - US 6 and US 40 Properties to Johnson Road and 6th Avenue** - Construct pedestrian access to 6th Avenue and Johnson Road for employment center uses. Probably GURA funded. Preliminary design in place.			✓		✓✓✓	✓✓	✓✓	7/9	$$$
3-19	**Ulysses St sidewalk - 6th Avenue to Mt Vernon -** Complete missing link on west side of Ulysses from Mt Vernon up to new Jeffco constructed sidewalk.			✓		✓✓✓	✓✓	✓✓	7/9	$
3-20	**Enhance pedestrian priority at key intersections (signal timing) -** The timing of signalization will be evaluated to provide pedestrians a priority to cross the street.			✓		✓✓✓	✓	✓	6/9	$$
3-21	**Add Electric Vehicle (EV) Charging Stations at W-line Garage -** The City will work with local and state partners to create charging stations at the W-Line station garage.			✓		✓	✓		2/9	$$ (PRIVATE PARTNERSHIP?)

Currently defined city projects. Projects not highlighted require additional evaluation.

5.5 DECISIONS, RESOURCES, AND PARTNERSHIPS

The City of Golden has several appointed boards tasked with ensuring the community evolves and develops in a manner consistent with Golden Vision 2030 and the goals of the City's Comprehensive Plan.

DECISIONS

The creation of the TMP offers new opportunities to have direct influence on ensuring the vision and values contained within this document are translated into new policy, programs, and projects.

The following boards shall provide assistance to transportation-related projects and programs in the future. The role of each board within the City and their potential influence on the community's transportation endeavors is provided below.

City Council

The Golden City Council is the legislative and governing body. The Council adopts laws, ordinances, and resolutions as it deems proper. The Council sets direction for the City including approving all policies and plans, adopting the City's bi-annual budget and 10-year Capital Improvement Program (CIP). Its role in supporting new transportation initiatives will include the following:

- Adoption of the TMP and its subsequent five to seven year updates
- Adoption of the City's Biennial Budget and 10-year CIP
- City representation in regional forums with regional mobility partners

Planning Commission

The Planning Commission provides policy guidance to Council and the community on land use topics and plans concerning future development and growth of the community, including documents such as the Comprehensive Plan, but also the Transportation Master Plan. Commission's role is to work with staff to guide the engagement process, review findings, make recommendations and eventually adopt these long range plans. Following adoption, Commission makes a recommendation for Council approval of the plan adoption.

With regard to the future use of the TMP, the Commission will be responsible for reviewing and recommending specific programs and projects to City Council for annual updates in advance of the City budgeting process. However, it is Council that makes the final determination related to both funding and the projects and programs chosen.

The Planning Commission will work to ensure that the transportations goals of the TMP align with the goals of long-range land use plans. The Planning Commission's role in supporting new transportation initiatives are primarily policy oriented in nature, and include the following:

- Ensure that all future long-range plans, including neighborhood plans, promote programs, policies, and projects that incorporate goals
- Work with City staff to create programs that achieve transportation goals from a growth and land use perspective
- Provide recommendations to City Council regarding City-initiated projects and programs
- Review site plans, zoning requests, vacations of ROW requests and other development applications to fulfill TMP goals
- Review large scale public works projects for consistency with the TMP.

Mobility and Transportation Advisory Board (MTAB)

MTAB was created in 2018 to provide guidance between the City and the community for transportation-related initiatives and projects. The MTAB will primarily be responsible for recommending implementation measures associated with the plan. Relative to the Planning Commission's role, MTAB is more tactical and less policy-oriented, working directly with Public Works staff on implementation of transportation goals as they relate to specific projects or existing conditions. The primary duties of MTAB include the following:

- Review, monitor, and propose changes as necessary to:
  - Transportation, mobility, and transit plans
  - Traffic-calming policies
  - Downtown parking management
  - Neighborhood parking permit systems
  - Planning and funding priorities for transportation, mobility, and transit capital improvements
  - School zone safety
  - Other City policies regarding streets, automobiles, pedestrians, bicycles, and transit
- Work with individual citizens, neighborhood groups, and city staff to develop and recommend criteria by which to guide neighborhood projects for traffic calming, traffic mitigation, and transportation-related noise mitigation
- Work with City staff to develop policy guidance to evaluate the use of traffic control measures and devices within the boundaries of traffic and engineering standards and the City Engineer's professional judgment
- Provide an organized forum for an integrated review and recommendations to the City Engineer regarding citizen or neighborhood requests for installation or changes to traffic control measures, pedestrian safety improvements, and related issues
- Work with City staff to develop educational materials and programs related to the beneficial use of transportation and mobility systems
- Work within the community and region as an advocate for safe and effective transportation systems
- Use surveys, community meetings, listening sessions, focus groups, study sessions, or public hearings, as necessary
- Seek assistance from staff to ensure that all actions and recommendations are in compliance with applicable engineering codes, standards, and regulations

In addition to these roles, MTAB is tasked with advising the City Manager, City Council, and Planning Commission to make recommendations concerning specific transportation and transit projects and alternative transportation programs.

This board also works closely with the Community Sustainability Advisory Board. MTAB's role in supporting new transportation initiatives could include the following:

- Work with City staff to review and comment on street designs, traffic control measures, and transportation facilities to achieve transportation goals
- Create outreach programs to communicate transportation-related initiatives and solicit public input
- Work with City staff to ensure new projects incorporate elements that will work to satisfy the transportation goals

Community Sustainability Advisory Board (CSAB)

CSAB is tasked with administering the City's sustainability goals initially set by City Council in 2007 (subsequently amended in 2012 and 2019). Since its formation, CSAB has played a pivotal role

in updating Golden's sustainability goals through community outreach. With regard to transportation, CSAB works to ensure that master planning efforts integrate strategies that include reducing vehicle miles traveled and expanding alternative transportation options. CSAB strives for a 100% fossil-fuel-free transportation system by 2050. CSAB's role in supporting new transportation initiatives will include the following:

- Meet with Planning Commission on a regular basis to discuss potential transportation programs and review how the current sustainability goals can better be incorporated into new projects and initiatives
- Review future transportation policies and providing sustainability recommendations to be included with any new regulations
- Consult for larger, city-wide, and regional transportation projects when opportunities arise. CSAB shall offer recommendations for design components that help achieve the City's sustainability goals
- Collaborate periodically with MTAB to ensure our transportation goals align with our sustainability goals

RESOURCES

The City of Golden's Biennial Budget is the primary tool the City Council utilizes to implement its polices. The budget sets spending priorities for the year, serves as an important management tool for City operations, and establishes the direction for the community to move forward.

The Golden City budget provides guidance in two basic forms: operations and capital. Operations reflect the funding necessary to operate the City on a day-to-day basis including staffing and spending necessary to maintain City operations.

Capital generally reflects the City's equipment, facilities, and infrastructure. Funding ranges from buying a copy machine to constructing a recreation center, or a new park, or a roadway.

Funding for the City's transportation program is contained in both general areas. The following funds in the City biennial budget support the City's transportation program:

General Fund

The General Fund is the City's primary operating fund and is used to track the financial resources associated with the basic City services that are not required to be accounted for in other funds. This includes services such as police, public works, parks and recreation, and other support services.

These services are funded by general purpose tax revenues and other revenues that are unrestricted. This means that the City Council, with input from the public, can distribute the funds in a way that best meets the needs of the community, as opposed to other funds, that are restricted to predefined uses.

Capital Projects

Capital Projects funds account for financial resources that must be used for the acquisition, improvements, or construction of major capital projects. The City has three Capital Projects funds:

- Sales and Use Tax Capital Improvement Fund (SUT Capital Fund)
- Capital Programs Funds
- Open Space Fund

The City's 10-year CIP lists approved and anticipated capital projects of the City and can be found in the CIP section of the budget document.

Special Revenue Funds

Special Revenue Funds account for activities supported by revenues that are received or set aside for a specific purpose that is legally restricted. The City has three Special Revenue funds: Golden Urban Renewal Authority (GURA), Golden Downtown General Improvement District (GDGID), and Downtown Development Authority Fund (DDA).

- **GURA** was est. in 1989 and receives the incremental increase in property taxes within three active project areas over the project base year. Monies generated in this fund can be applied to transportation investments within the GURA.
- **DDA Fund** is a special revenue fund that accounts for monies received from the City of Golden and from collection of incremental sales and property tax revenues generated within the DDA boundaries, as well as through the assessment of an annual mill levy. Expenditures are used to provide economic development support in and around the Golden downtown area. While the DDA is a separate legal entity from the City, its revenue fund is blended with the City's financial statements per the requirements of state statute that the City control its budget. City Council appoints the DDA Board of Directors and must approve the annual budget. Monies generated in this fund can be applied to transportation investments within the DDA.

REGIONAL PARTNERS

The City of Golden's transportation system operates within the greater Denver Region. Some of the City's transportation facilities are owned and operated by regional partners.

Each of the following jurisdictions and agencies are important partners in the operations of Golden's transportation network.

Jefferson County

Golden is a "Home-Rule" municipality in Jefferson County. The County maintains and operates several facilities within and adjacent to the City of Golden, including the County's Administrative Complex and many regionally significant parks, trails, and open spaces. Additionally, the County regulates the land uses in the unincorporated areas surrounding Golden.

Denver Regional Council of Governments (DRCOG)

DRCOG is the Denver Metropolitan Planning Organization (MPO), a federally-mandated transportation policy-making organization, made up of representatives from local governments. DRCOG was created to ensure regional cooperation in transportation planning.

DRCOG does not own or maintain transportation investments within the city. However, federal funding for transportation projects in the Denver Region is channeled through DRCOG. Golden often uses DRCOG funding to implement regionally-significant investments.

Colorado Department of Transportation (CDOT)

CDOT owns and operates the federal and state transportation network in Golden, including I-70, US 6, Colfax, CO Hwy 58, and 93. CDOT has several funding opportunities separate from DRCOG related to safety improvements. Furthermore, any improvement desired on a state facility must be endorsed by CDOT.

Golden has a successful and collaborative relationship in improving CDOT facilities. Currently, CDOT is leading the completion of the West Connects Project Environmental Linkages (PEL) a comprehensive plan for CO Hwy 93 and US 6 corridor and C-470.

Regional Transportation District (RTD)

RTD provides public transportation in eight counties including Jefferson County and the City of Golden. The public agency is dedicated to serving the public and fulfilling transportation needs for the Denver Region. Their services include bus, rail, and demand-responsive services like FlexRide. Any suggested improvements to the transit experience in Golden must be coordinated closely with RTD.

Great Outdoors Colorado (GOCO)

GOCO offers competitive grant programs for outdoor recreation and land conservation projects in the state of Colorado. Their Local Park and Outdoor Recreation Grants to help build or improve community parks, outdoor recreation amenities (including trails), outdoor athletic facilities, and environmental education facilities. Funding is also available for land acquisitions.

GOCO's Planning Grants help develop strategic plans, master plans, or site plans for managing open space, wildlife habitat, parks, and trails.

5.6 ON-GOING MONITORING

The City's transportation challenges change over time. There are many variables between the city and the Denver Region which continually evolve and impact the City's transportation network. Ongoing monitoring of the TMP's implementation will require assessing changes in the challenges facing the community and measuring each transportation core value's success measures. The table below highlights a range of metrics that can be used to assess the progress.

It is relatively easy to gather data for many of the suggested metrics through information the City is already collecting. Other potential metrics may require the City to adjust procedures and collect supplemental information, such as collecting Bluetooth-based data, or expanding the city-wide resident survey questions.

This TMP recommends that the City set up a formal Transportation Monitoring Program to track progress periodically and report changes in the performance metrics to the City Council, Planning Commission, Mobility and Transportation Advisory Board, and the Community Sustainability Advisory Board. Due to the nature of the program, it is anticipated that .5 additional FTE's will be needed to stand up and maintain the Transportation Monitoring Program in perpetuity. The new Program/City could issue a progress report biannually, with the budget and updates to the City 10-year (CIP).

CORE VALUES		SUCCESS MEASURES	METRIC(S)	DATA SOURCES	TIMEFRAME	STAFF RESOURCES
	1	Create a sense of more comfort where our pedestrians, cyclists, transit riders, and motorists feel safer and more at ease with their surroundings	· Type of crashes by travel mode · Public perception of safety and comfort improvements	· Crash reports · Conduct community surveys	• Review reports annually • Complete surveys every three years	• No additional FTE, incorporate into workplan. • Incorporate into existing work plan or do RFP.
	2	Ensure Golden is an interconnected city that can be enjoyed by people of all ages and mobility levels	· Analyze the mobility network, specifically looking for missing connections	Study the project site via Google Earth and other on-line resources and visit the project sites in person	• Perform desktop review annually and update data	• No additional FTE, incorporate into workplan
	3	Strive to provide our pedestrians, cyclists, transit riders and motorists a consistent range of predictable travel times	· Number of seconds a car, pedestrian, or bicyclist waits at a red light · Amount of time it takes to drive to a destination · Amount of time it takes to walk or ride a bike to a destination · Transit on-time arrival	· Modeling software - Synchro analysis · Cell phone data through Bluetooth · Big data subscription sources such as StreetLight or Strava. Perform bike / walk "runs" · On-time performance data provided by RTD	• Annually • Annually • Annually • Annually	• No additional FTE, incorporate into workplan • No additional FTE, incorporate into workplan • No additional FTE, incorporate into workplan • No additional FTE, incorporate into workplan
	1	Ensure Golden is a community where its neighborhoods and public spaces promote personal connections	· People staying still · People moving (types of activities and interaction) · Public space quality index	· Observe project and conduct surveys · Observe project and conduct surveys · Observe project site	• As needed/by project • As needed/by project • As needed/by project	• No additional FTE, incorporate into new projects
	2	Ensure each mode of travel provides choices in anticipation of unforeseen challenges	· Repeated ways to access a destination (i.e. 16 intersections) · Unique ways to access a destination (i.e. bridges, underpasses) · Intersections per square mile within the project site area	· Study project with on-line sources and visit site · Study project with on-line sources and visit site · Study project with on-line sources and visit site	• Annually • Annually • Annually	• No additional FTE, incorporate into new projects
	3	Contribute to the economic prosperity, public healthy and exceptional quality of life in Golden	· Public perception of quality of life · Number of dollars collected in sales tax and property tax	· Conduct community surveys · Review data provided by the City	• Every three years • Every three years	• Incorporate into existing workplan or do as part of RFP process.
	1	Make pedestrians, cyclists, transit riders, and motorists of all ages and abilities partners in mobility	· Percentage of people using various means of transportation (walking, biking, driving, taking transit, etc.)	· Conduct community surveys	• Every three years • Every three years	• Incorporate into existing workplan or do as part of RFP process.
	2	Ensure all residents, employees, and visitors have mobility choices regardless of their income, racial makeup, age, and personal agility	· Distribution of funds; specifically Capital Improvement Project investment (by neighborhood)	· Review of CIP by neighborhood	• Every five years	• No additional FTE, incorporate into workplan
	3	Reflect the responsible use of our fiscal resources, minimizing financial risk to the community	· Leverage funding with internal partners · Leverage funding from external partners · Return on maintenance	· Review internal work programs · Communication with external partners and preparation for grant opportunities · Review and update maintenance program	• Annually • Annually • Annually	• No additional FTE, incorporate into workplan