

Chapter 7.0 Implementation

This plan is designed to establish a vision for the future of the Eastlake at 124th Station area. To achieve that vision – as conceptualized in the Preferred Alternative – the city and its partners will take many purposeful and focused steps over the course of several years. This will require ongoing collaboration and strong partnerships between the City, RTD, other public agencies, the private sector, and the citizens of Thornton.

This chapter sets forth the recommended implementation strategies, roles, and responsibilities and suggested timeframes for implementation. To ensure that identified strategies are realistic and achievable, the Project Team considered the market analysis, input from the developer forum, and impacts to the city and property owners. Having been vetted through these inputs, all of the following strategies are achievable based on fiscal constraints and market realities. These strategies, used in combination with each other, are intended to ensure the full development potential of the station area is met as envisioned by the STAMP. Implementation strategies are organized by the following categories:

- Plan Administration
- Land Use and Urban Design
- Transportation
- Infrastructure
- Financing
- Community

The tables that follow include a description of each strategy, the entities responsible for its implementation and an associated timeframe. Those strategies that should be implemented in the short-term are immediate actions that will be implemented within the next 1-2 years. Strategies with a medium-term timeframe will likely be implemented before and shortly after the opening of the commuter rail station and are expected to be put in place within 3-6 years. Strategies with a long-term timeframe are likely to occur in the in the 7+ year timeframe; and those strategies with an ongoing timeframe can occur within any of these timeframes. The highest priority implementation strategies are shown in red text with a corresponding implementation number that is starred as shown: ★ PA-1 ★

Table 7.1: Plan Administration Implementation Strategies

Number	Strategy	Responsibility	Timeframe
Plan Administration			
★ PA-1 ★	Adopt the Eastlake at 124th Station Area Master Plan Update: Formally adopt the STAMP, emphasizing the Vision, Preferred Alternative, Guiding Principles and Implementation Strategies as the core Plan elements intended to guide public and private development and investment decisions related to land use, multimodal circulation, and Open Lands. The City will review future development proposals within the STAMP area for compliance with the core Plan elements.	City Council, City Development	Short-term
★ PA-2 ★	Update the Eastlake Subarea Plan to to guide development and future investments in the original Eastlake neighborhood. This plan focuses on residential and commercial in the original Eastlake neighborhood east of the station. This plan will also include parking management strategies for both on-street and off-street parking within both the project area and surrounding neighborhoods.	City Council, City Development	Short-term
★ PA-3 ★	Create an urban design linkage overlay plan. This plan will address ways to interconnect areas west and east side of the railway line to make sure the area functions together as a whole entity.	City Council, City Development	Short-term
★ PA-4 ★	Create conceptual plans for the design of First Street and a future plaza at the western terminus of Lake Street.	City Council, Infrastructure, City Development, Community Services	Short-term
PA-5	Comprehensive Plan Amendment: Amend the City of Thornton Comprehensive Plan to reference the Eastlake at 124th STAMP as an area plan that details how this vision will be achieved in the station area. The Future Land Use Map should be consistent with the recommended land uses contained in the STAMP.	City Council, City Development	Short-term
PA-6	Propose implementation strategies for annual consideration in City Council Work Plans: Prioritize implementation strategies for annual inclusion into the City Council Work Plan.	City Manager’s Office, City Development, City Council	Ongoing

Timeframe Key
 Short = 1-2 years
 Medium = 3-6 years
 Long = 7+ years

Number	Strategy	Responsibility	Timeframe
Plan Administration			
PA-7	Dedicated TOD Staff: Assess current staff capacity, and if needed, work towards the creation of a staff position or combination of positions dedicated solely to implementation of the station area master plans and TOD development along the North Metro line. Duties would include attracting and working with private sector interests to ensure new development and redevelopment meets the vision for each station area; proactive communication with property owners, developers and the surrounding community; pursuing planning and infrastructure funding opportunities; and serving as a single point of contact for all City department reviews and project implementation activities to ensure public and private sector actions are synchronized.	City Staff	Ongoing
PA-8	Marketing Strategy: Coordinate and actively market TOD efforts for new development and redevelopment within the study area. This will include strong coordination among the various City divisions – Economic Development, Communications, Policy Planning, Neighborhood Services, and Development Engineering – for the regulatory, policy, and entitlement requirements associated with redevelopment. A marketing and communications campaign to attract potential developers and investors could include the following strategies: <ul style="list-style-type: none"> • Business outreach (community leader and business briefings); • Public information program (facts sheets and briefing folders); • Marketing outreach (a “developer kit” with site information about the area’s development potential); and • Media/public relations (local media pitches). 	Economic Development, Communications, City Development	Ongoing
PA-9	Monitor Plan Progress: Conduct a periodic review of the STAMP to assess effectiveness and progress toward implementation. As needed and appropriate, recommended changes could include STAMP updates, amendments to governing regulations and/or consideration of new or modified financing strategies.	City Development	Ongoing

Timeframe Key
Short = 1-2 years
Medium = 3-6 years
Long = 7+ years

Table 7.2: Land Use and Design Implementation Strategies

Number	Strategy	Responsibility	Timeframe
Land Use and Design			
★ LU-1 ★	<p>Rezoning: Pursue rezoning of the station area where identified to a new Planned Development (PD) zone category with Planned Development Standards that would identify the permitted land uses and density ranges recommended by this STAMP, as well as Design and Streetscape Standards. The zoning district should be implemented as a specific zoning plan, not an overlay district, to ensure that the area develops and redevelops as the city desires.</p>	City Council, City Development	Short-term
★ LU-2 ★	<p>Design Standards: Develop Design Standards as part of the new PD zone category that are consistent with the Guiding Principles described in Chapter 6. If development is proposed prior to rezoning occurring, the developer must establish design standards consistent with Chapter 6. Design Standards should be specific for the core station area and transition areas (but not the industrial areas), and should address pedestrian-scaled architectural standards, building orientation, build-to lines and setbacks, building façade transparency requirements, building heights, lot coverage, parking standards and location, among other standards.</p>	City Development	Short-term
★ LU-3 ★	<p>Streetscape Design Standards: Either as part of rezoning or as part of any development proposal submitted to the City prior to rezoning, develop streetscape design standards for all streets within the station area that exceed the minimum standards set forth in the City’s Street Standards and Specifications. Based on Guiding Principles described in Chapter 6, the Streetscape Standards will define the desired street environment, from a visual and pedestrian standpoint. Standards will include recommended sidewalk dimensions, tree plantings and landscaping as well as urban design elements such as curb treatments, public art, paving, lighting and distinct wayfinding and signage. These standards should clearly establish the level of quality and investment expected and will establish a framework for new roadways as well as improvements to existing roadways.</p>	City Development	Short-term

Timeframe Key
 Short = 1-2 years
 Medium = 3-6 years
 Long = 7+ years



Number	Strategy	Responsibility	Timeframe
Land Use and Design			
★ LU-4 ★	<p>Parking Standards and Management: As part of the Planned Development Standards for this station area, the parking standards should be reduced (an estimated 20-50% reduction) otherwise TOD will likely not be developed, as envisioned, at this station area. The City should implement parking maximums, rather than minimums, and develop a comprehensive parking management plan for the station area and surrounding neighborhoods. Note: this will focus on the west side of the rail line since the Eastlake Subarea plan will address parking on the east side.</p>	City Development	Short-term
LU-5	<p>Housing Mix: Work with developers to attract an appropriate mix of housing and incomes to the station area based on previous market analysis. This should include a range of 20 – 45% affordable housing in the station area. The City should work with project developers on design standards and infrastructure provision to ensure a high quality redevelopment and to help close infrastructure gaps. This may include:</p> <ul style="list-style-type: none"> • Facilitating conversations with organizations involved with affordable housing, regional affordable and market rate developers, and potential funding partners. • Reaching out to organizations to explore interest in financing a mix of affordable housing or land banking property. If there is interest, facilitate conversations between such organizations and developers to ensure mixed income housing development in the station area. 	City Development, Outside Housing Organizations	Ongoing
LU-6	<p>Business Attraction: Work on attracting personal and business services to the station area, including educational, medical, recreational, youth-oriented, and other services that would serve the community. Also work on attracting employment-related businesses. Explore the potential for small commuter-serving and neighborhood-serving retail.</p>	Economic Development, City Development	Ongoing

Timeframe Key
Short = 1-2 years
Medium = 3-6 years
Long = 7+ years



Table 7.3: Transportation Implementation Strategies

Number	Strategy	Responsibility	Timeframe
Transportation			
★ T-1 ★	<p>Coordination with RTD and Regional Rail Partners (RRP): Continue to work with RTD and RRP, the North Metro design/build contractor, to ensure that the design and construction of the Eastlake at 124th Station meets the city’s needs, improves transit’s visibility and ridership, and provides a new civic space in the station area that is beneficial to both the City and RTD. The City should encourage RTD to provide good design and rider amenities to ensure the facility is of the highest quality possible.</p>	City Development, Infrastructure, RTD, RRP	Ongoing
T-2	<p>Prioritize Pedestrian and Bicycle Routes to Transit: Prioritize pedestrian and bicycle routes that provide direct, safe and convenient travel from development areas and surrounding neighborhoods into the station area and through the station area to the transit platform. Routes should include on-street and off-street facilities, including pedestrian and bicycle connections to non-residential development areas and surrounding neighborhoods. These routes will be installed as new development occurs.</p>	Community Services, Infrastructure, City Development	Short-to-medium term
T-3	<p>Regional Multi-Use Trails: Develop comprehensive multi-use paths and linkages in the Open Lands paralleling the North Metro tracks and adjacent areas to ensure trail continuity and direct bicycle and pedestrian connections to station platforms. Pursue funding for these trail connections.</p>	Community Services, Infrastructure, City Development	Short-to-medium term
T-4	<p>Monitor parking: Consider programs to monitor parking in the station area and surrounding neighborhoods (including Eastlake) and mitigate overflow parking impacts, as needed. Strategies may include neighborhood parking permits, shared parking and education campaigns to inform park-n-ride users of alternative travel modes.</p>	To be determined	Short-to-medium term
T-5	<p>Examine the potential for an internal circulator: Work with RTD, private providers, and stakeholders to explore the potential feasibility of an internal circulator system to serve both residential and employment uses to help reduce traffic congestion and promote sustainability.</p>	City Development, RTD, private sector	Short-to-medium term

Timeframe Key
 Short = 1-2 years
 Medium = 3-6 years
 Long = 7+ years



Table 7.4: Infrastructure Implementation Strategies

Number	Strategy	Responsibility	Timeframe
Infrastructure			
★ I-1 ★	<p>Station Enhancement/Betterment Projects: Determine preferred station design upgrades and fund the cost of these enhancements through coordination with RTD/RRP. Design of the commuter rail station will set the standard for the quality of development desired in the station area. Given the limited budget of RRP, it is likely that the City will also want to see upgraded urban design features that make a signature statement, letting travelers know that the station area is a unique place. Betterment projects could include higher quality design materials and features at the rail platform and parking structure, wayfinding and signage, and public art at the platform and on the transit plaza, chosen and designed in a cohesive and comprehensive manner.</p>	City Development, Community Services, Infrastructure, RTD, RRP	Short-term
★ I-2 ★	<p>Realignment of Claude Ct.: Relocate Claude Ct. north of 124th Ave. To the west to accommodate the RTD station parking area. Claude Ct. will become the most important route transecting the station area and designing a street that sets the standard for the quality and image of the station area will help attract private investment and upgrade the overall character of adjoining neighborhoods. The recommended configuration and design speed for Claude Ct. should accommodate commuter traffic as well as provide access into new development areas. Claude Ct. should be designed as a “Complete Street” multimodal corridor that provides safe and efficient access for vehicles, bicycles and pedestrians. Streetscape enhancements for Claude Ct. should be developed as part of the Planned Development Standards.</p>	Infrastructure, City Development	Short-term

Timeframe Key
 Short = 1-2 years
 Medium = 3-6 years
 Long = 7+ years

Number	Strategy	Responsibility	Timeframe
Infrastructure			
I-3	Open Lands Improvements: Continue to work to develop the phased implementation of improvements in the Open Lands bordering the railroad tracks, and work to secure both public and private funding and grants for those improvements (including maintenance).	Community Services, City Development	Short-to-long-term
I-4	Grain Elevator: Continue to refine the cost estimates for adaptive re-use of the grain elevator and associated properties and facilities. Develop a public-private partnership to fund and maintain the facility, and work with the private sector to attract retail or other desired uses for the building.	Community Services, City Development, Infrastructure, Private Sector	Short-to-long-term
I-5	Roadway improvements: Continue to examine roadway capacity and congestion issues after station opening and after development occurs to determine if additional roadway upgrades in or near the station area are needed.	Infrastructure, City Development	Medium-to-long-term
★ I-6 ★	Sewer and water service: Model future capacity and identify needed future water and sewer connections to ensure that there will be sufficient capacity for development in this area.	Infrastructure, City Development	Short-term

Timeframe Key
Short = 1-2 years
Medium = 3-6 years
Long = 7+ years



Table 7.5: Funding and Financing Implementation Strategies

Number	Strategy	Responsibility	Timeframe
Funding and Financing			
F-1	<p>Prioritize TOD Projects: Based upon the prioritization of Capital Improvement Plan projects within the station area, strategically pursue grant funding and public-private partnerships to pursue catalyst projects and infrastructure improvements, particularly related to enhanced pedestrian, bicycle and intersection facilities and public spaces.</p>	City Development, Infrastructure, Community Services	Ongoing
F-2	<p>Financing Tools: Investigate the following financing tools:</p> <ul style="list-style-type: none"> • Title 32 Metropolitan District: Metro districts created by developers could provide financing for needed infrastructure and development improvements. • Urban Renewal: Explore an Urban Renewal Area to help offset the cost of needed infrastructure improvements. • Business Improvement District (BID): Encourage local business owners to work together to form a BID or other mechanisms for cooperative action. 	Economic Development, City Development, Private Sector	Short-to-medium-term
F-3	<p>Other Public and Non-Profit Funds: Explore the use of Great Outdoors Colorado (GOCO), Adams County Open Space, Safe Routes to School, Colorado State Historical Society, and other potential public or non-profit organizations to help pay for Open Lands improvements in the station area.</p>	Community Services, Infrastructure	Ongoing
F-4	<p>Development Incentives: The City should consider various incentive tools for developers who propose development consistent with the Preferred Alternative and Guiding Principles set forth in the approved STAMP, including but not limited to:</p> <ul style="list-style-type: none"> • Rebate of development fees. • Rebate of a portion of new sales taxes. • Rebate of a portion of use taxes on construction. • Rebate of the City’s real property taxes paid on a new facility. • Rebate of the City’s personal property taxes paid on a new facility. • Expedited reviews • Other incentives as appropriate given the proposed development. 	City Development, Management Services, Economic Development	Ongoing

Timeframe Key
 Short = 1-2 years
 Medium = 3-6 years
 Long = 7+ years

Number	Strategy	Responsibility	Timeframe
Funding and Financing			
F-5	Affordable Housing: For residential projects, work with developers on obtaining financing including low income housing tax credits (LIHTCs), and determine if HUD 221 (d) (3) and (4) financing, CDBG and HOME funds could be used at this project location.	City Development, Private Developers, Outside Housing Organizations	Ongoing
F-6	Continue to Work with Property Owners: Based upon the STAMP, work with private property owners on potential redevelopment of strategic parcels. When it is appropriate, consider potential financing tools include Urban Renewal, Tax Increment Financing, Special Districts, Public Improvement fees, development incentives as described above, and additional City incentives, and other financing mechanisms to facilitate redevelopment.	Economic Development, City Development	Short-to-medium-term

Timeframe Key
Short = 1-2 years
Medium = 3-6 years
Long = 7+ years



Table 7.6: Community Implementation Strategies

Number	Strategy	Responsibility	Timeframe
Community			
C-1	Ongoing Community Engagement: Continue to engage the community for rezoning actions or specific development proposals. This should include keeping the website updated with current information about the project and appropriate City contact information, hosting community meetings or other outreach for rezoning or development proposals as needed, and looking into the possibility of supporting a community stakeholder group.	City Development	Ongoing
C-2	Ongoing Property Owner Engagement: As needed, meet with station area property owners to work towards developing the Land Use Concepts as envisioned in the STAMP.	City Development	Ongoing
C-3	Eastlake Business Owners Association: Work with existing and future Eastlake business owners on the west side of the rail line to establish a formal business association to provide guidance on future development in that area. Coordinate these activities with businesses in original Eastlake on the east side of the rail line.	Economic Development, City Development	Short-to-medium-term

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