



CITY OF ARVADA

CITY COUNCIL

CITY STRATEGIC PLAN 2014 TO 2019

Adopted by Resolution R13-075 on June 17, 2013

Revised by Resolution R15-095 on July 20, 2015

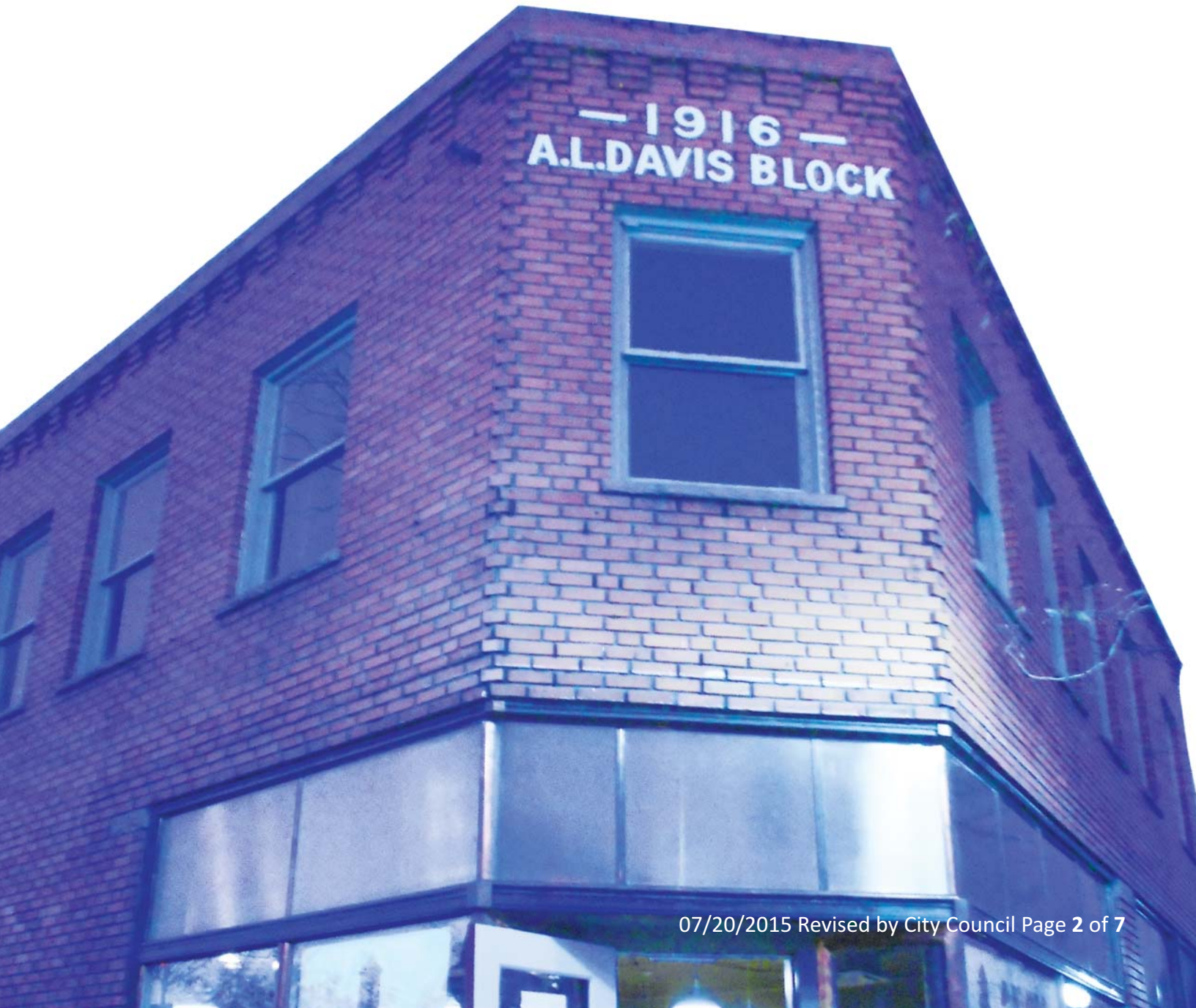
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PRIORITY: GROWTH AND ECONOMIC DEVELOPMENT

The future of Arvada's prosperity and quality of life will be influenced largely by the City's ability to manage growth through intelligent economic development and strong fiscal policies. Good paying jobs, thoughtful transit-oriented development and new housing, together with long-term investments in the Wadsworth Corridor, will define managed growth in Arvada.

- Beginning in 2019, 25% of new housing is located in urban centers and corridors
 - By 2019, 25% of new housing will be located in neighborhoods or developments that incorporate a mix of lot sizes, development densities and housing types and styles
 - 800 new non-retail jobs from businesses created by 2019, within the following targeted industries: medical, manufacturing, research and development, bio-medical, energy, enabling technology, and professional services
 - By 2019, create \$350 million in private sector capital investments (buildings, furniture, fixtures and equipment)
 - By December 31, 2015, Arvada Ridge Transit Oriented Development (TOD) site vehicle and pedestrian access improvements will be evaluated and presented to Council and by January 1, 2019 selected improvement will be completed

COMPLETED IN 2016

- ✓ • By May 2015, staff will present information regarding the establishment of a Cultural Commission to City Council, and if accepted, work with the Cultural Commission will begin by May 2016 to include consideration of the 2014 Arts Space recommendations regarding the creation of an Arts District with live/work space for artists
- ✓ By 2019, 1,000 new jobs from businesses will be created and located in urban centers and corridors



PRIORITY: INFRASTRUCTURE

Arvada's future will be built upon well-maintained streets, sidewalks, trails and recreation amenities. Steady future economic growth will follow transit lines and the Jefferson Parkway, accompanied by appropriately designed parking facilities and readily available water resources to support a planned and steady growth in our population.

- By 2019, the City will have 100% of the water needed for build-out of the City as defined by the Comprehensive Plan
- By 2017, complete a business and technical assessment of existing community broadband services to determine options for providing public and private high speed broadband service throughout Arvada
- By 2019, 100% of all identified trail gaps and connection points recognized in the City's Parks, Trails and Open Space Master Plan and Bicycle Master Plan as identified by the Arvada Park Advisory Committee and as approved by City Council are built/completed
- By 2019, West Woods club house and related facilities are replaced
- In association with the 2017-2018 biennial budget and 2017-2026 10-year Financial Plan, develop a cost effective plan to provide City services into the northwest area including development and staffing of a new Police Community Station and satellite facilities deemed necessary for other City services
- By 2018, new public restrooms in Olde Town will be available to accommodate G Line commuters and increasing Olde Town visitation
- By the end of 2017, establish the Jefferson Parkway Public Highway Authority as a separate stand-alone agency

COMPLETED IN 2014

- ✓ By December 31, 2014, a conceptual plan and location for a new Justice Center will be completed in order to accommodate emerging safety requirements for the public

COMPLETED IN 2015

- ✓ By 2015, a Pavement Condition Index (PCI) assessment will be completed and a Streets Capital Maintenance Plan will be submitted to City Council for consideration
- ✓ By 2015, complete a Comprehensive City Conduit Map identifying key conduit pathways and by 2019, 80% of the pathways have conduit
- ✓ By 2015, staff will refine the conceptual plan for the Justice Center, give consideration to all available options and provide a recommendation to City Council in order to accommodate emerging safety requirements for the public

COMPLETED IN 2016

- ✓ By 2015, partner with RTD to provide 300 parking spaces at Sheridan Gold Strike Transit Station and 150 parking spaces at Arvada Ridge Transit Station and by July 2016, partner with RTD to provide 400 spaces for RTD commuters and approximately 200 additional parking spaces at the Olde Town Arvada Transit Hub in an efficient and sustainable manner

Updated in 2016

- ✓ By the end of 2016, all right of way for the Jefferson Parkway will be legally described and committed to the JPPHA and the CDOT Section 1601 Environmental Review process will be initiated as the next actions needed to construct the Parkway and by 2017, an agreement for a permanent Jefferson Parkway business organization will be in place

PRIORITY: VIBRANT COMMUNITY AND NEIGHBORHOODS

Strong neighborhood associations, citizens engaged in civic life and the arts, and a long-term sustained focus on the safety and success of our children will bring out the best of our character and ensure Arvada is the place we want to raise our children for generations to come.

- By 2019, 50% of identified neighborhoods, who in 2013 did not have organized groups, will have organized neighborhood associations, HOA's, Councils or other leadership/engagement groups with whom the City can liaison
- By 2017, 75% of middle and senior high school age juvenile cases will meet completion of sentencing requirements aimed at positively changing decision making and behavior within 120 days
- By 2015, measurable results will be developed and published relative to the Sustain Arvada Plan for water, energy and transportation and the following results will be achieved:
 - By 2019, water usage by the community is reduced from 146 gallons per person per day to 139
 - By 2019, 45% of the City fleet will be capable of using alternative fuel sources
 - By 2019, energy consumed at City facilities will be reduced or offset by 8% from 2013 usage, based on a combination of conservation and renewable energy sources
 - By 2019, the use of alternate travel modes for commuting to work by Arvada residents will increase from 12% to 15%
- By 2017, complete an internal review of the Arvada Center Master Plan, recommend revisions and/or develop an implementation plan based on the changes to the Arvada Center governance structure, Hospitality Master Plan and other relevant policy documents
- In partnership with existing regional partners and the local faith based community, establish and implement a severe weather sheltering network in Arvada by winter of 2018
- Present Jefferson County elected officials with recommendations for developing a regional approach to address homelessness through intervention services, establishment of emergency shelters and a regional approach to developing additional attainable housing by August 3, 2017
- By 2019, facilitate the development of one attainable senior housing development containing at least 50 units
- By December 2017, develop a map of potential sites appropriate/suitable for attainable housing developments to be used for City Council discussion and neighborhood outreach in association with the Home-town Colorado Initiative

COMPLETED IN 2014

- ✓ By July, 2014, a decision will be finalized as to the feasibility of an eastside recreation center being located on city owned property

COMPLETED IN 2015

- ✓ By 2015, an assessment of impacts of an aging population is completed

REMOVED IN 2015

- By 2017, 12.5% of Arvada households will be engaged with the Arvada Center as paying patrons on an annual basis
- By August 1, 2015, the City's 'Arterial Beautification Program' is approved by Council and by December 31, 2016 one key project is underway

PRIORITY: ORGANIZATIONAL AND SERVICE EFFECTIVENESS

Citizens depend on a well-managed, fiscally responsible City government to guide and support growth. Performance-based management practices, sustainable levels of resource use and Council-approved fiscal and operational policies will ensure the long-term credibility and accountability of City Government.

- By 2015, 90% of contracts for service will contain specific performance measurements and by 2017, 85% of contracts for service will be evaluated based partially upon performance results

COMPLETED IN 2014

- By 2014, a formalized system for Council enacted fiscal and operational policies for the City is adopted
- By October 31, 2014, City Council policy and budget decisions will be guided by information from performance reports from all departments

COMPLETED IN 2015

- By 2015, all departments will have in place a department-specific Workforce Plan which is annually updated and utilized to make ongoing workforce decisions

REMOVED IN 2015

- 10% of Arvada Center operating budget is derived from charitable donations by 2019

Updated in 2016

- By 2015, 90% of contracts for service will contain specific performance measurements and by 2017, 85% of contracts for service will be awarded or renewed based partially upon performance results





GLOSSARY OF TERMS

Alternate Travel Modes – Any mode of travel that does not involve a single occupant vehicle, such as travel by transit, carpool, bicycle or walking. Information on the mode of travel for commuting to work is regularly collected as a part of the Arvada Citizen Survey.

CDOT Section 1601 Environmental Review - The Colorado Department of Transportation established Policy directive 1601 to provide fair and consistent procedures regarding the review and evaluation of requests for new interchanges and major improvements to existing interchanges on the state highway system.

Jefferson Parkway Public Highway Authority (JPPHA) – A public highway authority group working to complete the last unbuilt portion of the Denver Metropolitan beltway through a public-private partnership.

Paying Patron (Arvada Center) – A person who makes a purchase from the Arvada Center for services or events or who makes a direct donation to the Arvada Center. Purchases may include tickets to performances, education classes and camps or other services. This does not include someone that participates in group sales or school field trips.

Comprehensive Plan – The city’s guiding policy document with respect to how the community should develop in the future. It is used by the city in reviewing land use proposals and serves as a guide in public investment decisions over a 7-10 year period.

Pavement Condition Index (PCI) – The PCI provides a numerical rating for the condition of road segments, where 0 is the worst possible condition and 100 is the best. The measurement considers the type, extent and severity of pavement surface distresses and the smoothness and ride comfort of the road.

Regional Transportation District (RTD) – Public transit service within the eight-county metro area including bus and light rail service.

Transit Oriented Development (TOD) – A type of community development that includes a mixture of moderate and higher density housing, office, retail and/or other amenities integrated into a walkable neighborhood typically within ½ mile of a center with a transit station or stop.

Urban Centers and Corridors– DRCOG defines urban centers as places that will be active; pedestrian, bicycle, and transit friendly places that are more dense and mixed in use than surrounding areas; allow people of all ages, incomes and abilities to access a range of housing, employment, and service opportunities without sole reliance on having to drive; promote regional sustainability by reducing per capita vehicle miles traveled, air pollution, greenhouse gas emissions and water consumption; and respect and support existing neighborhoods. In Arvada the Candelas, Olde Town and Ralston Fields areas are designates as Urban Centers.

Workforce Plan – A continual process and work plan to align the City’s workforce with organization needs and priorities. The major components of departmental workforce plans include staffing levels, succession planning, training, mentoring, employee development and action plans.