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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.

- 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

**COMPLETED IN 2018**

- 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
- 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 2017**

- By 2019, create $350 million in private sector capital investments (buildings, furniture, fixtures and equipment)

**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
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 2019, the project development and procurement process for the JPPHA will be completed

**COMPLETED IN 2018**

- 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 2018, create a mobility index to include a combination of subjective citizen opinions and objective internal condition ratings in four strategic areas: Modal Availability, System Maintenance, System Operations and Education/Promotion

**COMPLETED IN 2017**

- 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, 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

**MODIFIED IN 2017**

- By 2019, 20% of all sidewalk gaps selected from the Transportation Committee inventory and approved by City Council will be built according to the then current code requirements (Included as milestones in Mobility Index Strategic Result)
- 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 (Included as milestones in Mobility Index Strategic Result)
- By the end of 2017, establish the Jefferson Parkway Public Highway Authority as a separate stand-alone agency (Updated)

**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
PRIORITY: INFRASTRUCTURE

MODIFIED 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 (Updated)

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 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
Strong neighborhood associations, citizens engaged in civic life and the arts, and a long-term sustained 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, create a strategic partnership between the City of Arvada, State of Colorado, Jefferson County and City of Wheat Ridge to determine the potential of utilizing the Ridge Home site for community-based attainable housing
- By 2019, facilitate the development of one attainable senior housing development containing at least 50 units

**COMPLETED IN 2018**

- By 2019, 50% of households, who were not in an organized neighborhood in 2013, will have organized neighborhood associations, HOA’s, Councils or other leadership/engagement groups with whom the City can liaison
- 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 2018, create a mobility index to include a combination of subjective citizen opinions and objective internal condition ratings in four strategic areas: Modal Availability, System Maintenance, System Operations and Education/Promotion

**MODIFIED IN 2018**

- By 2018, create a strategic partnership between the City of Arvada, State of Colorado, Jefferson County and City of Wheat Ridge to determine the potential of utilizing the Ridge Home site for community-based attainable housing (date changed)
- 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, 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 (moved to work system performance measure)

**COMPLETED IN 2017**

- 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 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 Hometown Colorado Initiative
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

MODIFIED IN 2017

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 2019, the use of alternate travel modes for commuting to work by Arvada residents will increase from 12% to 15%

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

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
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 2019, 100% of juveniles charged with criminal offenses will receive measureable risk-based pre-sentence assessment

**COMPLETED IN 2018**

✓ 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

**MODIFIED 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

**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

**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
Focusing on safety through community-based policing, connected neighbors, dedicated City staff, local businesses, schools, and the faith-based community partners working together will ensure Arvada is a safe place to live, work, learn and play.

COMPLETED IN 2018

✓ By 2018, develop draft strategic results for the City Council Strategic Plan Priority Area for consideration by Council during the January 2019 Strategic Plan Retreat
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.

Mobility – The movement of people and goods utilizing all modes of travel (pedestrian, bicycle, bus and auto).

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.

Risk Assessment – Attempt to systematically synthesize actuarial information about individual defendants with the express goal of determining the likelihood and nature of their future criminal conduct. Risk assessments may include generally applicable attempts to identify continuity of risk factors and can be employed to aid in decision making and appropriate sentencing to achieve positive outcomes.

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 – 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.