



City of Arvada

City Council Agenda

APRIL 22, 2024
WORKSHOPS

Councilmembers:

Lauren Simpson, Mayor
Randy Moorman, Mayor Pro-Tem
Shawna Ambrose, District 2
Sharon Davis, At large
Lisa Feret, At large
Bob Fifer, District 4
John Marriott, District 3

Staff Members Usually Present:

Lorie Gillis, City Manager
Linda Haley, Deputy City Manager
Don Wick, Deputy City Manager
Rachel Morris, City Attorney
Jacqueline Rhoades, Director of Public Works
Sharon Israel, Director of Utilities
Jessica Garner, Director of Community & Econ. Dev.
Bryan Archer, Director of Finance
Gabriella Bommer, Director of Human Resources
Rachael Kuroiwa, Director of Communications & Engagement
Kristen Rush, City Clerk

Info: 720-898-7550

CITY COUNCIL CHAMBERS

6:00 PM

1. Call to Order/Roll Call of Councilmembers
2. Workshops
 - A. Arvada Sustainability Division Updates
 - B. Draft 2024-2030 City Council Strategic Plan
 - C. Staff Updates
3. Adjournment



REPORT TO CITY COUNCIL

AGENDA ITEM
2.A.

TO: THE HONORABLE CITY COUNCIL

DATE: April 22, 2024

SUBJECT: Arvada Sustainability Division Updates

Report in Brief

The Arvada Sustainability Division will provide the City Council with an overview of Division updates, including information about the City of Arvada Climate Action and Sustainability Plan. The workshop will highlight projects from 2023 and introduce projects planned for 2024. Consulting partner Lotus Engineering and Sustainability will also provide a brief update on the Climate Action and Sustainability Planning effort.

Prepared by:

Enessa Janes, Director of Vibrant Community and Neighborhoods

Reviewed by:

Approved by:

Enessa Janes, Director of Vibrant Community and Neighborhoods	3/28/2024
Bryan Archer, Director of Finance	3/28/2024
Gail Walker, Legal Specialist-Contracts	3/29/2024
Janelle Miller, Assistant City Attorney	3/29/2024
Don Wick, Deputy City Manager	3/29/2024
Rachel Morris, City Attorney	4/1/2024
Lorie Gillis, City Manager	4/11/2024

Enclosure, exhibits & attachments required to support the report

Arvada Sustainability Division Updates

City Council Workshop – April 22, 2024

Overview

- A look back: 2023 highlights
- A look ahead: 2024 highlights
- Progress on the Climate Action & Sustainability Plan
- Funding Opportunities
- Communication Channels
- Ways to get involved

A look back: 2023 Highlights



PARTNERS IN ENERGY
An Xcel Energy Community Collaboration

Partners in Energy

Arvada Events and Festivals

Material Recovery Facility (MRF)

Arvada Sustainability Advisory Co
(ASAC)



A Look Ahead: 2024

Lawn replacement

Partners in Energy: Business Walk (Old Town)

Arvada Sustainability Advisory Committee (ASAC)

- Earth Day
- Stakeholder in Climate Action and Sustainability Plan (CASP)

Climate Action and Sustainability Plan

- Kite Festival



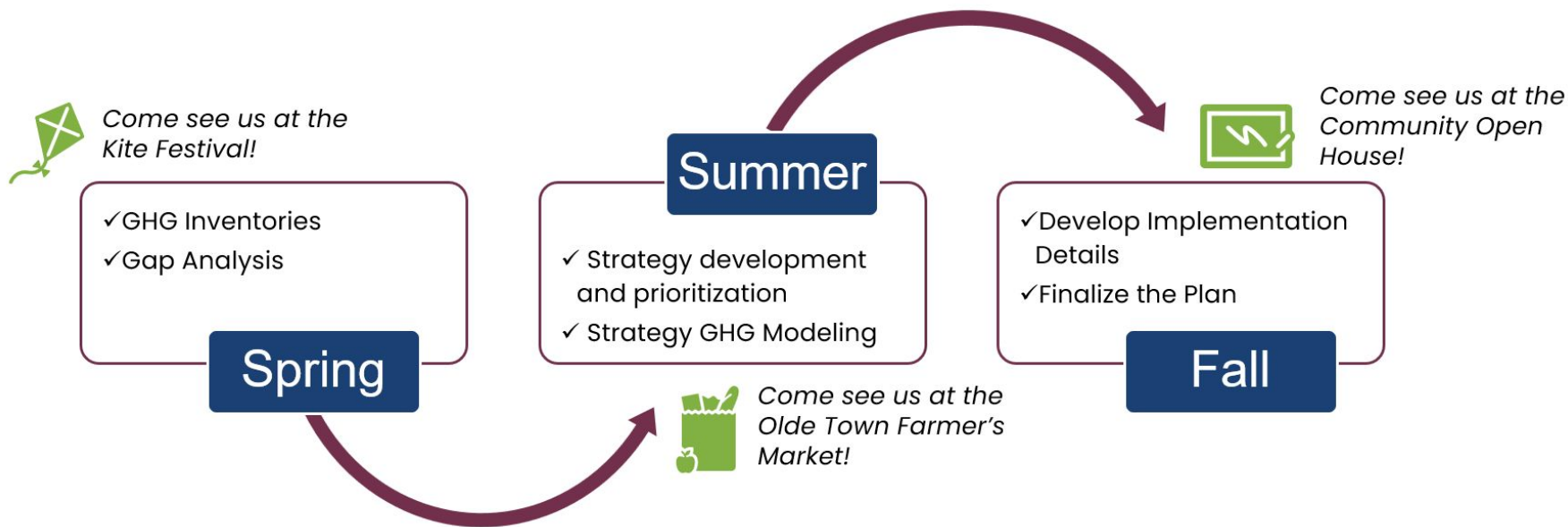
Progress on the Climate Action and Sustainability Plan (CASP)

Hillary Dobos

Introduction to CASP

- Goals
 - Balance the community's environmental, economic, social, and resiliency interests.
 - Align with regional climate action, sustainability, and resiliency efforts.
 - Inspire businesses, residents, and visitors to reduce their carbon footprints.
 - Leverage existing local and regional work and state, federal, and other funding opportunities to support implementation.

CASP Timeline



CASP Stakeholder Engagement

General

Event Tabling
Website
New Newsletter
Survey
Open House

Employee Engagement

Informational
Interviews & Email
Briefs

ASAC

Work Sessions
Open House

Stakeholders

Focus Groups

Climate Action and Sustainability Plan (CASP) Questions?

Funding Opportunities

<u>Name</u>	<u>Source</u>	<u>Status</u>
HB 21-1162 (Plastic Pollution Reduction Act)	CGA (Colorado General Assembly)	Funding available ASAC to recommend to Council
FRWD TASP (Front Range Waste Diversion Technical Assistance Provider)	CDPHE (Colorado Department of Public Health & Environment)	Applied: November 2023 Awarded: February 2024 Memorandum of Understanding (MOU): April 2024 Project to begin: Spring 2024
CPRG (Climate Pollution Reduction Grants)	US EPA (United States Environmental Protection Agency)	Applied Part I: April 2024 Expected decision: July 2024 Part II: Due August 2025
EECBG (Energy Efficiency and Conservation Block Grant)	US DOE (United States Department of Energy)	Application in process: Due April 30, 2024

Communication Channels

Arvada Report: Conservation tips including Earth Day center spread (April/May 2024 issue)

City website (<https://www.arvadaco.gov/>)

- Sustainability
- Water Saving Programs
- Open Space and Natural Area Maintenance

Email and Postal Mail: Polystyrene ban notification, Business Energy Walks

Videos: Energy - Residential & Business, Recycling, Water Savings

Direct Engagement - Climate Action and Sustainability Planning

Ways to get involved

Subscribe to Arvada's sustainability newsletter

Letters of support for grant efforts

Participation in regional organizations



Thank you!
Questions?



REPORT TO CITY COUNCIL

AGENDA ITEM
2.B.

TO: THE HONORABLE CITY COUNCIL

DATE: April 22, 2024

SUBJECT: Draft 2024-2030 City Council Strategic Plan

Report in Brief

The City Team will provide an overview of the draft 2024-2030 City Council Strategic Plan, by first reviewing the background and process through which results and goals were created. This will be followed by a review of the draft plan and its supporting internal implementation process. During this workshop, the City Team will be seeking City Council Feedback to prepare a final version for City Council adoption via resolution at a future meeting.

Prepared by:

Elizabeth Blythe, Strategic Planning and Performance Alignment
Manager

Reviewed by:

Gail Walker, Legal Specialist-Contracts 4/4/2024

Laura Hemler, Assistant City Attorney 4/4/2024

Approved by:

Rachel Morris, City Attorney 4/4/2024

Lorie Gillis, City Manager 4/11/2024

Enclosure, exhibits & attachments required to support the report



City Council Strategic Plan

2024 - 2030



Presented on 4-22-2024



Adopted on ??-??-2024



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City Council Welcome

Dear Arvada Community,

The City Council is pleased to present the City Council Strategic Plan, a comprehensive document that outlines our desired community outcomes and sets forth the Strategic Results and Goals that we aim to achieve over the next six years. This document serves as a guide for our efforts in enhancing the quality of life for all residents.

The Strategic Results provide high-level strategic direction, guiding our priorities, resource allocation, and efforts. These are complemented by Strategic Goals, which further align organizational actions with the City's overarching objectives.

This foundational plan sets the vision for other long-range planning documents and holds significant weight in informing our City budget, ensuring that our financial resources are directed towards endeavors that advance our shared objectives.

Furthermore, the document outlines services detailing the core deliverables provided by the City. The alignment of City operations with this Plan helps to ensure that our operations remain focused and effective in meeting the needs and desires of our community.

As we move forward, the City Council Strategic Plan will serve as the foundation for the City's accountability and progress. It sets the direction for the City and outlines the path we will take to fulfill our mission of enhancing the lives of everyone in our community.

Sincerely,

City of Arvada City Council



Mayor
Lauren Simpson



Councilmember
At Large
Sharon Davis



Councilmember
At Large
Lisa Feret



Councilmember
District 1
Randy Moorman



Councilmember
District 2
Shawna Ambrose



Councilmember
District 3
John Marriott



Councilmember
District 4
Bob Fifer

City Profile

The City of Arvada, a picturesque first-ring suburb of Denver, offers a small-town atmosphere despite its population of approximately 123,436 residents in 49,411 households.

Established in 1870, Arvada boasts a rich history, serene tree-lined neighborhoods, and a thriving mix of businesses. Our civic leaders prioritize both quality of life and support for business and economic growth, earning recognition for our business retention program at the state and national levels.

Spanning nearly 23,000 acres, Arvada is easily accessible via three nearby interstate highways, providing convenient connections to the wider metropolitan area and Denver International Airport. The City's extensive trail system connects to Denver's trails in the east and the Rocky Mountains' foothills in the west, complemented by numerous parks and open spaces.

Arvada's historic downtown offers a diverse shopping and dining scene. With a diverse economic base, well-educated workforce, low crime rate, and exceptional quality of life, Arvada stands out as one of the most appealing and competitive cities in Colorado!



Background and History

The City Council Strategic Plan is the guiding document that lays the foundation for meeting current and future community needs. The Biennial Operating and Capital Improvement Budget will align with the City Council Strategic Plan, driving daily operations within the City. The Plan is reviewed annually as part of the City Council Strategic Planning Retreat focusing on Strategic Results.

In 2013, the Arvada City Council developed and adopted the first comprehensive, citywide Strategic Plan. The 2014 – 2019 Strategic Plan outlined five priority areas to focus on. The Priority Areas also known as Work Systems are Safe Community, Infrastructure, Community and Economic Development, Vibrant Community and Neighborhoods, and Organizational and Service Effectiveness. Work Systems are department structures that serve as organizational alignment that supports collaboration in the delivery of services to the Arvada Community.

In 2019, the City Council adopted the 2020-2025 City Council Strategic Plan. Significant changes were made to 2020-2025 City Council Strategic Plan between 2020 and 2024 in order to be responsive to the evolving environment. Most notably, this involved changing priorities and funding due to the COVID-19 pandemic.

Revisions to the previous plan:

- June 1, 2020: Resolution R20-047
- July 19, 2021: Resolution R21-095
- May 16, 2022: Resolution R22-033
- May 1, 2023: Resolution R23-043

These changes allowed the City to be adaptive and responsive but also grew the Strategic Plan in breadth and depth, ultimately resulting in more short-term goals and decreased long-term vision. Setting, achieving, and reporting short-term goals is an important process and tool of accountability to be paired with a City Council Strategic Plan but should be reflected and reported on outside of the Plan.

The decision to transition to a new City Council Strategic Plan early was based on the need to develop a visionary plan with higher utility, more alignment, and elevated strategy. These efforts will support the City's mission to deliver superior services to enhance the lives of everyone in our community, both now and into the future. In early 2024, the City Council, in collaboration with City Leadership, began developing this 2024-2030 City Council Strategic Plan.

Process

In January 2024, City Council received a comprehensive report that outlined the progress made on the 2020–2025 City Council Strategic Plan. This report served as the Plan’s closing record. The report provided a review of progress on the Strategic Results and Milestones which reflect the challenges, achievements, and continued commitment to the work outlined in the Plan.

Ahead of the February 2024 City Council Strategic Planning Retreat, the City Council received two key presentations. First, the 2023 Community Survey results, and second, the 2024 update on the City’s Budget and Financial Resilience. These key inputs of information, paired with the performance information received in the summary report, served as a foundation in City Council’s strategic planning direction and results.

During the Strategic Planning Retreat, the Council determined the most important Strategic Results which would further the City’s Mission of delivering superior services to enhance the lives of everyone in the community. As a part of this process, the City Council identified its key success factors: safety,

financial stewardship, accessibility, affordability, reliability, opportunity, accountability, ethics, inclusion, sustainability, freedom, and a vibrant economy. These were woven into the results and goals presented in this Plan. Ultimately, City Council’s Strategic Results focused on addressing **homelessness**, improving **housing options**, bolstering **quality of life**, supporting a **vibrant local economy**, and improving **physical and technology systems**.

Following the retreat, the City Leadership Team built upon the City Council’s Results. Leaders curated Strategic Goals to support the implementation of Council’s strategic direction, including perspectives from middle managers. The organization-wide and bottom-up approach helps to ensure the successful alignment of team member work to the City Council’s vision, creating accountability to the Arvada Community.

In this Plan, Strategic Results are presented in alphabetical order, with no implied priority. The subsequent sections of this document feature numbered lists of Strategic Goals and Work System Services, also for reference only and without any priority indication.

Community Voice

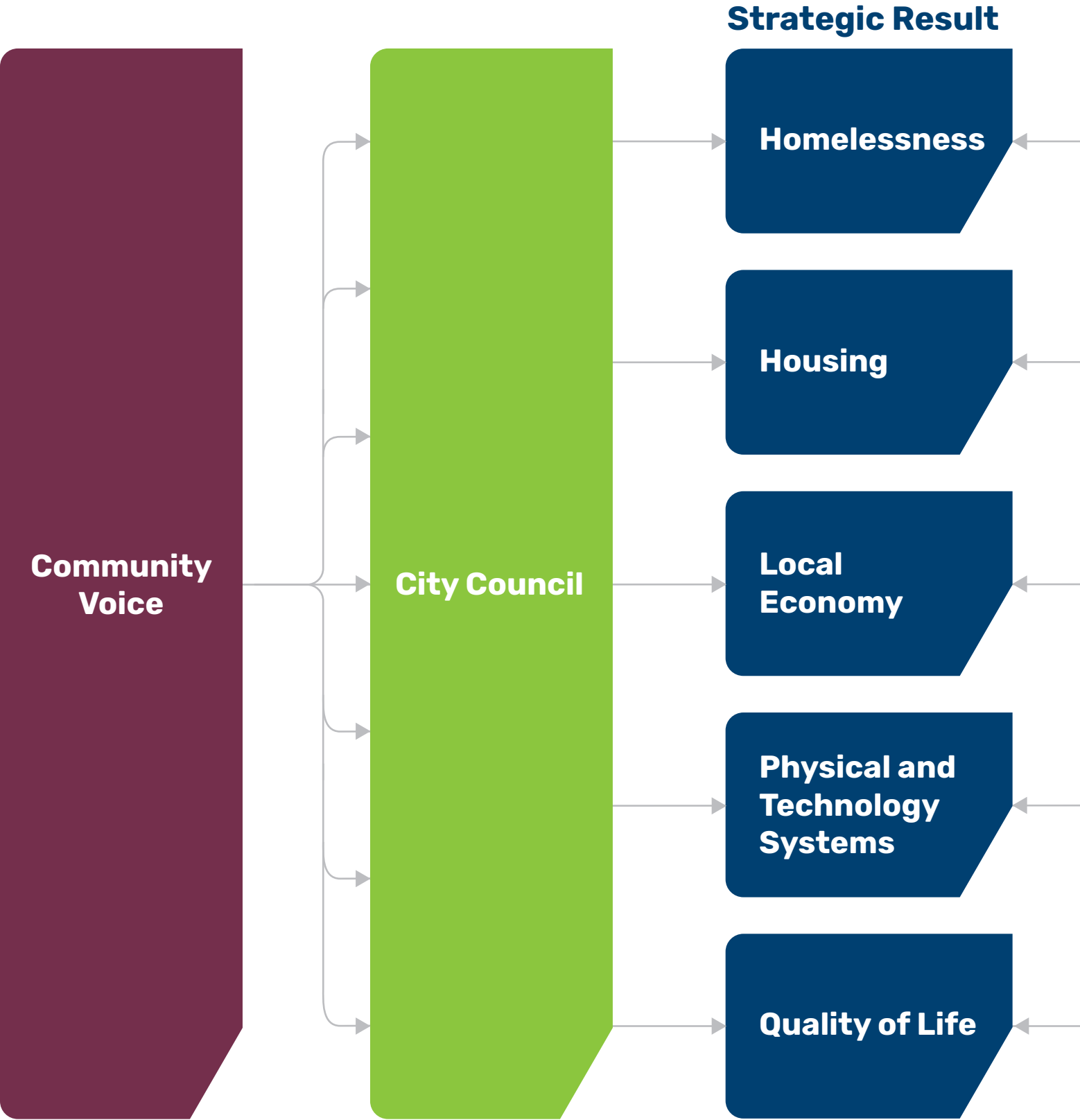
Since 1997, Arvada residents have been rating their satisfaction with regard to quality of life, community amenities, and local government via the Community Survey. The survey gives residents an opportunity to provide feedback to the City government on what they believe is working well and what is not, and to communicate their priorities regarding community planning and resource allocation. This information is critical to the City’s understanding of the current and future needs of Arvada residents.

The City Council and the City’s Leadership Team use Community Survey findings to inform their strategic planning. Resident perspectives help direct focus on opportunities to maintain or improve service levels in order to better meet expectations. Key findings in the 2023 Community Survey include:

- Residents feel safe in their neighborhoods (90%) and citywide during the day (66%).
- Parks and open space satisfaction is high.
- The majority (76%) view Arvada as delivering services equitably.

- Satisfaction, in general, is high among Arvada residents, particularly with City services (69%) and quality of life (73%).
- Management of traffic and infrastructure developments are opportunities for growth for the City, particularly in managing concerns of overdevelopment.
- Homelessness and affordable housing are still important to residents and support for programming-based solutions is high.
- Residents are mixed in their opinions towards the growth and development citywide.

These findings are reflected in the City Council Strategic Plan through a focus on addressing homelessness, identifying appropriate solutions to housing affordability, maintaining and improving quality of life and a thriving local economy, and addressing the need for physical and technology infrastructure investments.

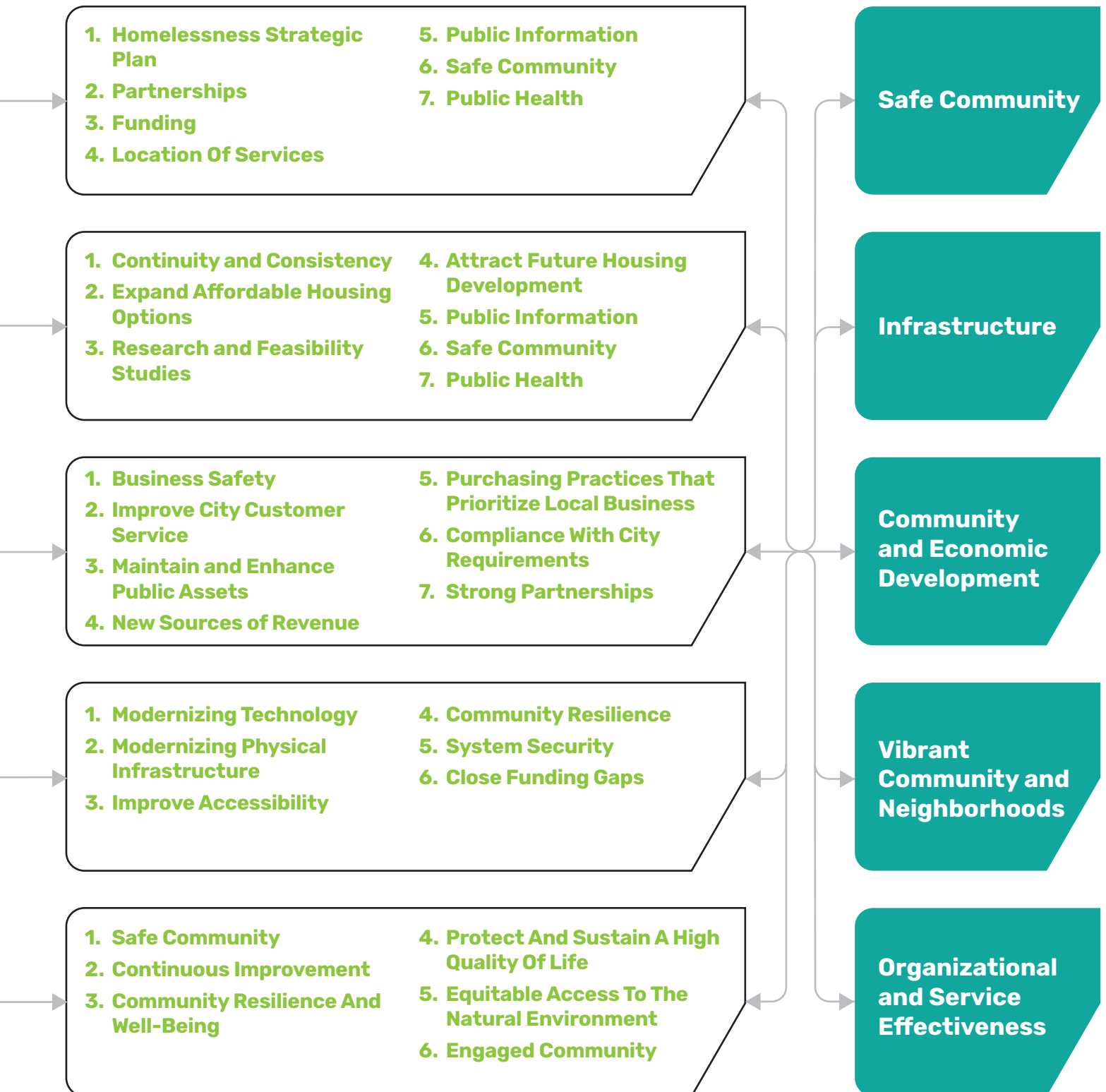


Mission Vision Values

From 2015 to 2016, the City engaged in a cultural transformation initiative, using extensive internal and external input, in order to redefine its Mission, Vision and Values (MVV). The City's revised MVV was created through a collaborative process with representatives from all Work Systems and workforce levels. The City's values directly support and reinforce the City's Mission, Vision, and core competencies. In August of each year, the workforce celebrates and re-confirms their commitment to the MVV.

Strategic Goal

Work System



Mission Vision Values



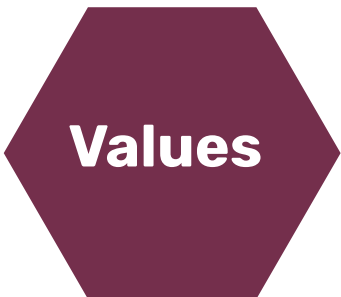
Mission

We are dedicated to delivering superior services to enhance the lives of everyone in our community.



Vision

We dream big and deliver.



Values

Innovation

We excel in creativity, flexibility and the use of best practices while valuing diverse backgrounds, ideas and perspectives.

Passion

We are a high-performing, inclusive team inspiring each other to pursue excellence.

Opportunity

We value our diversity, embrace possibilities, face challenges, persevere and take action to deliver quality results.

Implementation Principles

Implementation principles are the core competencies expected of the organization in implementing the direction outlined in this Strategic Plan. They apply across Work Systems and guide how the City Team leads the achievement of the City Council's Strategic Results and Strategic Goals.

Customer Focused

The City of Arvada prioritizes customer needs by responding promptly, building strong relationships, gaining insights into their needs, and delivering customer-centric solutions that meet or exceed expectations. The City of Arvada provides transparent and accessible communication for the community. We strive to create opportunities for meaningful and inclusive community engagement.

Results and Data-Driven

The City of Arvada sets and exceeds clear, evidence-based goals, continually improving services by collecting, analyzing, and applying data. We motivate ourselves and others and seek clarity in responsibilities. We monitor our progress by integrating evaluation and benchmarking with industry standards into our work processes and ultimately achieve results.

Diversity, Equity, Inclusion and Accessibility

The City of Arvada will foster, cultivate, and preserve a culture of diversity, equity, inclusion, and accessibility to benefit its current and future organization and community. The City will lead by example in the advancement of Diversity, Equity, Inclusion, and Accessibility through deliberate practices.

Culture of Safety

The City of Arvada values the health, safety, and welfare of its employees. For this reason, the City Team upholds a culture of safety and maintains a strong understanding of safety practices, holds themselves accountable to safety policies, and responds promptly to safety issues, inquiries, and reporting requirements.

Adaptive and Resilient

The City of Arvada exemplifies resilience and adaptability through its commitment to financial stewardship, fostering a high-performing workforce, and implementing adaptive practices that effectively respond to dynamic environmental changes, ensuring sustainable progress and prosperity for its community.



Homelessness

City Council Strategic Result

Collaborate and coordinate with nonprofits, local organizations, and regional governments to advance services to individuals experiencing homelessness or at risk of experiencing homelessness.

More about this Result

For the past decade, the City has seen a significant increase in individuals experiencing homelessness. In response, the City has organized and participated in various meetings, summits, and regional efforts with government partners and service providers to discuss and develop responses. The Arvada Police Department and their Community Outreach, Resources and Enforcement (CORE) team have been focusing on responding to homeless needs, community concerns, and camp cleanups. With the number of individuals experiencing homelessness continuing to grow, there is a pressing need to take immediate action on the most concerning issues and develop intermediate and long-term plans.

As the City addresses homelessness, the outcomes ripple across various facets of society. When individuals experiencing homelessness are able to find stability and support, this leads to improved mental and physical well-being for themselves and their families. With stable housing, residents can focus on building brighter futures. A robust economy will flourish as formerly unhoused individuals become active participants in the workforce. Community members and visitors feel safer and more welcomed in public spaces. Social impacts can be addressed directly with reduced strain on public services and increased community cohesion.

Strategic Goals to Achieve the City Council Result on Homelessness:

1. Develop a Homelessness Strategic Plan that will set a path forward for street outreach, 24/7 emergency shelter, partnership agreements for the provision of services, and transitional housing opportunities. The Strategic Plan will consider the feasibility of and opportunities for a navigation center.
2. Be the catalyst that supports partnerships with non-profits and local organizations and agencies to deliver programs and services that reduce or prevent homelessness.
3. Research and seek funding options, including grants and regional agreements in support of homelessness services.
4. Work with community partners to find a suitable location for the provision of homeless services outside of Olde Town.
5. Support access to public information about homelessness and community solutions to foster understanding and empathy while empowering individuals and organizations to contribute to sustainable solutions.
6. Provide outreach and resources to those in need while also enforcing laws and ordinances to create a safe community for all to enjoy.
7. Enhance the City's capacity to continue providing resources by implementing strategies that prioritize public health and safety, thereby minimizing risks for community members and the City.

Handy Links

Point in Time Count

Heading Home

The City's Strategic Plan for Homelessness (January 2023)

Sub-area Plans (Square Lake, New Town, Olde Town Strategic Reinvestment Plan, Northwest Arvada)

CORE Officer Assignment Description

Police Policy 468 Community Outreach Resource Enforcement Unit

Housing Strategic Plan Coming Soon!

Comprehensive Plan Update Coming Soon!

Homelessness Strategic Plan Update Coming Soon!

Housing

City Council Strategic Result

Improve access to diverse, safe, and affordable housing options and programs, providing residents with opportunities to obtain housing that meets their needs in all phases of life.

More about this Result

Arvada's existing housing stock primarily consists of single-family homes with 75% of households owning their home. Buying a home is increasingly out of reach for fixed, low and moderate-income households. Over half of Arvada's renters are cost-burdened (spending 30% or more of gross income on housing). At the same time, rising rent prices have resulted in fewer units available at affordable rates. The City of Arvada utilizes grants like the Housing Choice Voucher Program and the Community Development Block Grant, as well as other funding sources to support affordable housing opportunities.

Improving access to diverse, safe, and affordable housing options and programs leads to myriad positive outcomes for residents. By increasing housing diversity and affordability, the City can more effectively support residents in locating suitable housing that meets their specific needs. Elevating these strategic housing goals will provide cost-burdened households the opportunity to secure housing that supports their well-being and quality of life. Overall, these efforts promote a more equitable and sustainable Arvada, where all residents have the opportunity to secure housing that supports their well-being and contributes to a vibrant and inclusive community.

Strategic Goals to Achieve the City Council Result on Housing:

1. Ensure continuity and consistency of housing strategies throughout the City's foundational and guiding plans and policies.
2. Prioritize opportunities to expand affordable housing options in collaboration with the community, development, and funding partners.
3. Conduct research and feasibility studies to explore the viability of and opportunities for expanding attainable housing options.
4. Foster a welcoming community that attracts future housing development and ensures residents feel safe and secure.
5. Provide robust and efficient services that facilitate the development of diverse housing stock.
6. Plan, fund, design and construct sustainable physical infrastructure to address level of service gaps in underserved areas and along transportation corridors.
7. Provide communication, marketing, and engagement strategies to increase awareness and accessibility of housing options and programs, ensuring residents have increased opportunities to secure housing.

Handy Links

Point in Time Count

Land Development Code

2014 Comprehensive Plan

Sub-area Plans

**PD CRIT Crime Free
Multi-Housing Training**

Housing Strategic Plan
Coming Soon!

Local Economy

City Council Strategic Result

Bolster a vibrant local economy by delivering efficient and cost-effective services and support for business in Arvada.

More about this Result

The City of Arvada enjoys a broadly robust local economy with low commercial vacancy rates, low local unemployment rates and an active business support community. Arvada has long been a desired destination for businesses. Multiple business support agencies such as the Arvada Economic Development Association, the Arvada Chamber of Commerce, Arvada Urban Renewal Association, the Olde Town Business Development District, and the Arvada Visitors Center contribute to Arvada's current business-friendly environment.

Continuing to prioritize the local economy is crucial for the City's overall financial well-being. A strong

local economy provides numerous benefits, including job creation, stable tax revenues, and enhanced quality of life for residents. By prioritizing the local economy, a city can foster economic growth, attract new businesses, and retain existing ones, which in turn leads to a more diverse and resilient economy. An attractive business environment will generate job opportunities across various sectors. A local economy with a diverse mix of businesses improves access to goods and services. Staff will continue to engage with partners on a consistent basis in order to assist with business recruitment and retention, as well to learn new practices and offer technical and financial resources.

Strategic Goals to Achieve the City Council Result on Local Economy:

1. Provide a safe community to attract and retain a healthy business community, provide education and outreach to local businesses, and hold accountable those who victimize businesses and their patrons.
2. Strive to understand the unique needs of our business community and optimize City operations to improve the customer experience.
3. Maintain and enhance public assets to attract residents, businesses, workers, and visitors.
4. Identify and utilize new sources of revenue and funding to deliver efficient and cost-effective services that promote economic growth.
5. Maximize the local economic benefit of the City's operating and capital budget through purchasing practices that prioritize local business.
6. Provide support for businesses to comply with City requirements that also protect the interests and safety of residents.
7. Foster a supportive and attractive business environment by continuing to strengthen City, community, and business partnerships to provide resources and support opportunities.

Handy Links

Budget Book

Revenue Manual

Quarterly Report

**Olde Town Strategic
Reinvestment Plan**

Retail Work Plan
Coming Soon!

Physical and Technology Systems

City Council Strategic Result

Improve City and community connectivity by providing reliable and accessible physical and technology systems.

More about this Result

The City of Arvada provides and maintains a robust network of physical infrastructure, including trails, parks, open space, transportation network, sidewalks, water, wastewater, and stormwater systems. These physical systems are crucial for ensuring the smooth functioning of the City and the well-being and connectivity of its residents. Additionally, the City provides and utilizes technology systems for efficient operations, service delivery, and communication with external and internal customers.

The City of Arvada will continue to invest in and prioritize the development, maintenance, and integration of robust physical and technology systems to ensure their reliability and accessibility for all residents and businesses. This goal aligns with our commitment to fostering a resilient, connected, and innovative community that meets the evolving needs of our residents. By pursuing these initiatives, Arvada aims to create an environment where reliable and accessible physical and technology systems contribute to the well-being, quality of life, and vibrancy of the community.

Strategic Goals to Achieve the City Council Result on Physical and Technology Systems:

1. Identify and prioritize projects for modernizing our technology systems to provide effective service delivery.
2. Identify and prioritize projects for modernizing our physical infrastructure to maintain and elevate service levels.
3. Improve internal and external accessibility to information, programs, systems, and services.
4. Ensure all physical and technology assets support reliable safety response, emergency preparedness, and City and community resilience.
5. Ensure the security of the physical and technology systems while also investigating and holding accountable those who put our systems at risk.
6. Close infrastructure deficit and funding gaps.



Handy Links

Utilities Transparency Website

Budget Book

Land Development Code

2014 Comprehensive Plan

Sub-area Plans

Quality of Life

City Council Strategic Result

Foster an accessible and inclusive community that preserves and improves quality of life and ensures a safe and thriving place for all community members.

More about this Result

Arvada residents rate quality of life favorably. The City provides a broad spectrum of services and programs that contribute to quality of life, each of which addresses different aspects of community life to enhance overall well-being. Quality of Life considers various factors, including access to essential services, the availability of recreational and cultural activities, and the safety and cleanliness of the environment with a focus on ensuring equitable access for all residents. Quality of Life also takes into account ease of transportation, inclusivity, and diversity of the community, and the presence of sustainable practices that ensure the health of the environment for future generations. Essentially, Quality of Life is about creating environments

where individuals and families can thrive and feel a strong sense of belonging and satisfaction in their daily lives.

Additionally, public safety initiatives, including community policing and emergency preparedness programs, ensure that residents feel safe and secure. Environmental sustainability programs, such as green spaces preservation, waste reduction initiatives, and clean energy projects contribute significantly to the physical and mental well-being of the community, making it a more attractive and livable place for everyone.

Strategic Goals to Achieve the City Council Result on Quality of Life:

1. Create a safe community for all to enjoy through education, neighborhood connection, and engagement while also ensuring compliance with laws and ordinances.
2. Take care of our community by continually improving and adapting to the changing needs of our community members and environment.
3. Strengthen community resilience and well-being by proactively collaborating in emergency management initiatives, ensuring preparedness, effective response, and swift recovery.
4. Prioritize policies, practices, and projects for development that protect and sustain a high quality of life for residents and businesses.
5. Provide equitable access to the natural environment citywide and preserve these amenities for future generations.
6. Engage the community in meaningful opportunities to share their perspectives and values on decisions that affect them.

Handy Links

Community Survey

Land Development Code

Chapter 62 of the Arvada City Code

2014 Comprehensive Plan

Parks Master Plan

Total Rewards Philosophy



Priority Areas and Work System Services

Work Systems ensure City Council Priority Areas are supported through organizational alignment and collaboration in delivering services to the Arvada Community. Each Work System has core responsibilities, expectations, and service delivery obligations which are listed in the following sections. These serve as the foundation for the Strategic Plan, with Work System Services being essential to the City and Community functions. Strategic Results and goals are built upon these services, which inherently support their achievement.

Safe Community

The Safe Community Work System consists of the Police Department and Municipal Court. Together they provide Community-based policing, connected neighbors, engaged local businesses, supportive community institutions, and a fair and impartial justice system, all working together to ensure Arvada is a safe place to live, work, play, and stay. To support a safe community, the City of Arvada:

SC1

Achieves and maintains the gold standard in public safety by meeting and exceeding standards set forth through the Commission of Accreditation for Law Enforcement Agencies (CALEA) to assist with the designation of one of the safest communities in Colorado.

SC2

Provides customized police services making the community feel safe and secure, including proper investigation, appropriate case filings, and crime scene investigation, resulting in an increased likelihood of identifying and prosecuting those responsible for committing crimes.

SC3

Ensures the Police Department has adequate communication, information, financial management support, staffing levels, and leadership services to achieve strategic and operational results, including maintaining a well-informed community.

SC4

Applies inspection, enforcement, community support, and neighborhood engagement services to residents, businesses, and neighborhood partners to preserve a safe community.

SC5

Provides administrative, business, communication, and investigative services to members of the community and the Police Department with a commitment to Respect, Dedication, and Responsibility.

SC6

Provides an independent, fair, and impartial justice system that efficiently processes the court docket, renders fair and just decisions, and holds all stakeholders accountable while providing access to resources and services to reduce recidivism and improve the well-being of defendants.



Infrastructure

The Infrastructure Work System consists of the Public Works and Utilities departments. The community depends on a well-maintained foundation of streets, sidewalks, and water, wastewater and stormwater facilities. Planned and steady population growth requires proper maintenance of existing infrastructure including City buildings and fleet, as well as additional capacity to support a thriving community. To support infrastructure, the City of Arvada:

INF1

Provides the community with a safe, resilient, high-quality water supply, drainage system, wastewater disposal, and solid waste management services for full city build-out, as defined by the Comprehensive Plan. This includes maintaining utility rates at lowest practical levels with accurate billing that supports robust and reliable infrastructure.

INF2

Invests in and maintains safe, resilient, accessible, and environmentally efficient City facilities and fleet vehicles.

INF3

Maintains existing roads and transportation network in tandem with snow and ice control services to ensure swift and safe transportation modes for the community.

INF4

Innovates safe, accessible, and efficient connections to modes of transportation, including transit, streets, sidewalks, and bikeways, with a focus on enhanced technology at high-priority intersections improving safety, minimizing traffic congestion, and making first and last-mile connections.

INF5

Applies cost-effective and timely engineering, planning and design, construction practices, and established standards and specifications to align public infrastructure reinvestment capacity with community needs.

INF6

Develops, advances, and implements systems of asset management to support levels of service commitments.

INF7

Ensures compliance with federal and state regulations including environmental laws and Americans with Disabilities Act.

INF8

Develops and implements aligned infrastructure master plans and sustainable financial strategies.

INF9

Provides timely engagement opportunities and information about public infrastructure.



Community and Economic Development

Arvada's future prosperity, beautification, and quality of life will be significantly influenced by the City's ability to ensure that development meets safety requirements, design values and standards, and infrastructure needs, and that it supports the local economy to implement the community's vision. To support community and economic development, the City of Arvada:

CED1

Uses the Comprehensive Plan to guide planning, land use code decisions, development management, and informational and resource services that are delivered to residents, businesses, the development community, decision-making bodies, and neighborhood partners to achieve a well planned, aligned, sustainable, attractive, and livable community for current and future generations.

CED2

Applies a high-performing development review process that maintains the City's standards for safety, vision, and sustainable and quality design, which ensures a quality and timely review for the developer.

CED3

Supports the community's vision by cultivating an environment that attracts and retains private-sector investment, a talented workforce, and an engaged business community.

CED4

Maintains and protects the health, safety, and welfare of the public by ensuring safe buildings in the community while providing excellent customer service.

CED5

Improves access to quality housing that is affordable to a broad range of income levels and provides resources, housing, and neighborhood assistance services to Arvada residents.



Vibrant Community and Neighborhoods

A vibrant community is engaged in civic life, the arts, and the outdoors. It comprises individuals and groups who are dedicated to their community, get involved with neighborhood associations, and participate with local government to ensure responsiveness to changing needs, resulting in Arvada being the preferred place to live, work, play, and stay. To support a vibrant community and neighborhoods, the City of Arvada:

VCN1

Fosters strategic partnerships to advance quality of life and achieve an inclusive, equitable, diverse, resilient, and sustainable community.

VCN2

Provides specialized programs, environmental education, and sustainability and resource conservation services to residents, so they can carefully use and preserve resources and save money.

VCN3

Provides maintenance services, so the community and visitors can play and enjoy activities in safe and well-maintained parks, open spaces, and trails system.

VCN4

Ensures that all Arvadans have equal access to quality parks and trails that provide diverse, affordable recreation opportunities in clean, safe, and healthy environments through strategic design and land acquisition.

VCN5

Operates sustainable premier golf programs and facilities focusing on exceptional service and value to the community and the conservation of the natural environment under economically sound and socially responsible management.

VCN6

Plans and hosts events and works collaboratively with artists, arts and culture organizations, and the community to enrich Arvada's quality of life and economic vitality and to help create a vibrant, beautiful, and sustainable city.

VCN7

Supports equitable City policies, programs, and efforts to secure an economically, socially, and environmentally sustainable city.

VCN8

Enhances community health and quality of life by promoting active lifestyles and connecting Arvada's youth with the outdoors. Provides youth sports organizations with the highest quality of fields to ensure a safe and enriching playing environment for recreational and competitive sports.



Organizational and Service Effectiveness

The Organizational and Service Effectiveness Work System consists of the City Manager's Office, Communications and Engagement, City Attorney's Office, Finance Department, Information Technology Department, and Human Resources Department. The community depends on a well-managed, fiscally responsible, and transparent City government. Performance-based management practices, sustainable levels of resource use, efficient use of technology, a high-performing workforce, and legal and ethical compliance will ensure the long-term credibility and effectiveness of the City government. To support organizational and service effectiveness, the City of Arvada:

OSE1

Provides leadership, policy and guidance, communication, and engagement services to City Council, the community, and the organization by utilizing a values-driven culture, ethical behavior, and transparency to maintain trust.

OSE2

Provides essential services to the community, City Council, and City Departments, including business licensing, records and information management, administrative support for City Council, and voter assistance and election services.

OSE3

Provides legal services to the City Council, Boards and Commissions, and all work systems, so they can enforce the law, avoid or mitigate risks, and promote safety associated with City operations and protect the legal interests of the City.

OSE4

Provides leadership services to ensure appropriate staffing, financial, and technology resources to all work systems to achieve strategic and operational results.

OSE5

Provides financial management services to facilitate responsible resource allocation and sustain current service levels while identifying revenue requirements to promote long term financial resilience.

OSE6

Provide operational technology and implement new innovative projects to guide decisions, improve results, enhance service delivery, and continue the highest level of cybersecurity strategy in support of City operations and efficiency.

OSE7

Provides information and data to the community to support engagement in community governance, civic responsibility, and easy access to public information.

OSE8

Fosters an employer of choice work environment that attracts and retains a highly engaged, inclusive workforce and promotes a culture of wellness, safety, cycles of learning, and performance excellence.

OSE9

Supports a resilient workforce and community that are able to withstand stresses and shocks while maintaining essential functions through operational readiness and resource mobility, and by facilitating a quick, effective, and equitable recovery.



Organizational Alignment, Annual Reporting and Performance Measures

The City Council's Strategic Plan is designed to provide a high-level outcome-focused direction from City Council. The Plan creates the opportunity for City Teams to align their work to the City Council strategic vision and results. The City will track this alignment in Internal Implementation Plans (IIP), including Specific, Measurable, Achievable, Relevant and timely (SMART) goals that detail the annual actions that need to be taken to progress the Plan. The SMART goals will be accompanied by performance measures that provide quantitative indicators to communicate and inform the direction and successful completion of these goals. Together they serve as an important form of accountability to the City Council and to the public. Every quarter, directors will report out to the City Manager's Office on the progress of their implementation plans. Periodic Strategic Plan updates to City Council will be provided through City Council meetings, quarterly financial reports, and an annual City Manager status report.

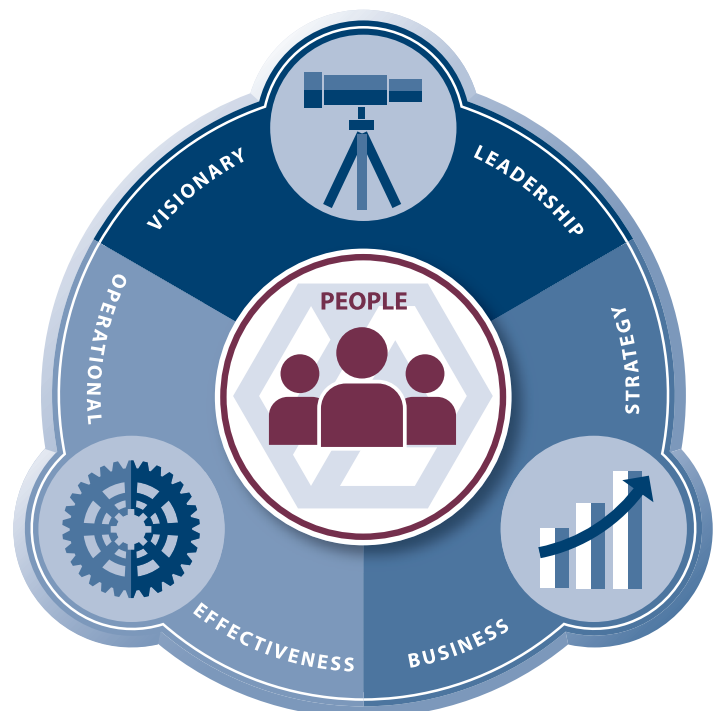
In addition to implementation plans, Performance-based Budgeting is a process that aligns the allocation of resources with the City Council Strategic Plan to deliver the desired results. It provides the framework for accomplishing the Council's Strategic Results and goals by requiring each department to present its proposed budget in a consistent manner by utilizing the following elements:

- A summary of services, customer(s), and what the customer(s) will experience;
- An alignment to one or more Council Strategic Results, work system services, or other Strategic Plan elements;
- Programs that define levels of service and the cost, as well as the full-time employees required to provide the service levels, and what changes (up or down) would be necessary to continue to deliver the program.
- Known future challenges and opportunities should also be identified.

Performance-based Budgeting will be used to develop and present each Biennial Operating and Capital Budget for consideration by the City Council. Each Biennial Operating and Capital Budget is presented in late August and Council approval must be completed by October 31 of the even-numbered year prior to the odd-numbered year the budget is implemented.

Council approval authorizes expenditure authority for only one year. Staff must develop and present an updated budget for the second year, which Council will consider and approve in the same manner in order to authorize expenditures for the second year of the Biennial Operating and Capital Budget. The City publishes Quarterly Financial updates to provide timely information on the City's major operating funds, including an update on key strategic performance measures.

Each year, the City Manager will present a status report on each of the Strategic Results within the Strategic Plan. This status report will be presented during a public workshop or retreat in a manner that facilitates interaction and discussion between Council and staff. As determined by City Council, community members may be invited to discuss the Strategic Results or Council may direct staff to conduct additional public meetings in order to encourage community discussion. The City Manager will utilize goals and performance measures outlined in the Internal Implementation Plans in the review of the Strategic Results.



Glossary

Biennial Operating and Capital Budget

The two-year budgeting process that allocates resources for operations and capital projects.

City Council Strategic Plan

A planning document that establishes community priorities and strategic results scheduled for accomplishment during a six-year implementation horizon.

City Team

A reference to City employees.

Connectivity

Generally refers to the quality or state of being connected, linked, or joined. In various contexts, it can refer to physical connections (like transportation infrastructure, trails, etc.), digital connections (like websites, and software), or abstract connections (like social or cultural ties).

Handy Links

Accompany each result to City and external resources for further information, key resources, and foundational documents that support and correlate with the results and its subsequent goals.

Homelessness

A condition in which an individual or family lacks a fixed, regular, nighttime residence; resides in a public or private residence that is not designed or intended to be a regular sleeping accommodation for human beings; lives in a supervised shelter designated to provide temporary living arrangements; and/or is at imminent risk of losing their housing and has no subsequent residence identified or resources to obtain other permanent housing.

Implementation Principles

Principles that cross-cut each Work System and are expected of all City Team Members to uphold in all actions while implementing strategic results and goals.

Leadership Team

A group of City employee executive level leaders including Directors, Deputy City Managers, and Council Appointees.

Modernization

Is the process of updating an organization's practices, and systems to keep up with emerging technologies, new information, and evolving standards.

Middle Managers

Individuals who hold positions with the responsibility for the overall management of a distinctly budgeted program.

Performance-based Budgeting

A process that aligns the City Council Strategic Plan with the allocation of resources to deliver the desired results.

Performance Measures

Indicators used to track progress, evaluate effectiveness, and inform decision-making toward the achievement of strategic goals.

Physical Infrastructure

The basic physical structures and facilities that are necessary for the functioning of a society, economy, or organization. This includes buildings, roads, bridges, railways, airports, ports, water supply and sewage systems, and other essential structures and facilities.

Physical Systems

The tangible, material components of infrastructure or mechanisms that exist in the physical world. This can include things like buildings, roads, bridges, water supply systems, and transportation networks. Physical systems are typically constructed or engineered to serve specific purposes and provide essential services to society.

Priority Areas

City Council designated areas of focus and commitment.

Quality of Life

Overall well-being and satisfaction that individuals or communities experience in various aspects of their lives. It encompasses physical health, mental health, social relationships, financial security, safety, access to services and amenities, and the overall environment. A high quality of life is often associated with positive feelings of happiness, fulfillment, and satisfaction with one's life circumstances.

Resilience

Refers to the ability of individuals, communities, or systems to withstand, adapt to, and recover from adversity, challenges, or stressful events. It involves the capacity to bounce back from difficult experiences, maintain mental and emotional well-being in the face of adversity, and continue functioning effectively in the midst of disruption or change. Resilience is characterized by flexibility, adaptability, and the ability to learn and grow from adversity.

SMART Goals

Goals that are specific, measurable, achievable, relevant, and timely.

Strategic Goal

Work System level goals that create clear alignment to organizational actions in furthering the progress of the City Council Strategic Results.

Strategic Result

High-level strategic direction that Council has identified to guide the organization's priorities, resource allocation, and efforts across a six-year implementation horizon.

Technology Infrastructure

The foundational hardware, software, and networking components that enable the operation of information technology systems and services. It includes physical components such as servers, storage devices, routers, and switches, as well as virtual components, such as operating systems, databases, and applications. Technology Infrastructure also encompasses the networks and communication systems that connect these components and facilitate data transfer

Transportation Network

The infrastructure and systems that allow for the movement of people, goods, and vehicles from one location to another. This network includes roads, highways, bridges, railways, airports, ports, and public transportation systems such as buses and trains. The transportation network is essential for enabling economic activity, facilitating travel and trade, and connecting communities.

Technological Systems

The integrated combination of hardware, software, and networks that are designed to perform specific functions or tasks. This can include computer systems, communication networks, and information systems that enable the processing, storage, and transmission of data and information. Technological systems are often used to enhance efficiency, productivity, and connectivity in various aspects of life and industry.

Work System

Department structures that serve as organizational alignment which supports collaboration in the delivery of services to the Arvada Community.

Work System Services

Describe the core deliverables and services provided by each Work System.

Draft City Council Strategic Plan

City Council Workshop- April 22nd, 2024

Agenda

- City's History with Strategic Planning
- Strategic Planning Process
- Review Strategic Results and Goals
- Organizational Alignment and Reporting

Purpose

- Confirm we have captured Council's strategic vision
- Provide clarity in Strategic Plan Structure
 - Strategic Results and Goals
 - Internal Implementation Plan (Examples Provided)
- Seek feedback to support desired results

Strategic Planning History: 2014–2019 Plan

- Five priority areas:
 - Safe Community
 - Infrastructure
 - Community and Economic Development
 - Vibrant Community and Neighborhoods
 - Organizational and Service Effectiveness

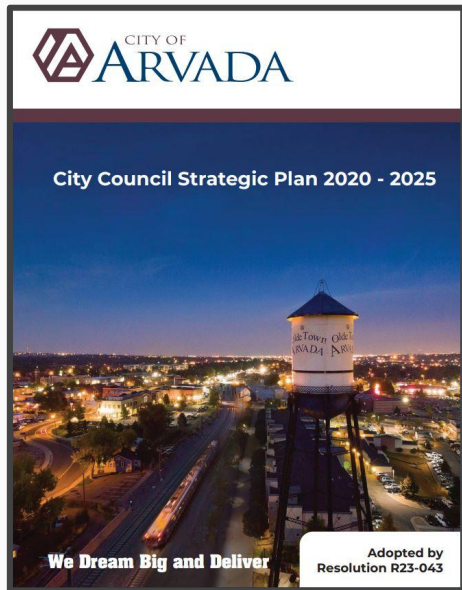


Strategic Planning History: 2020-2025 Plan

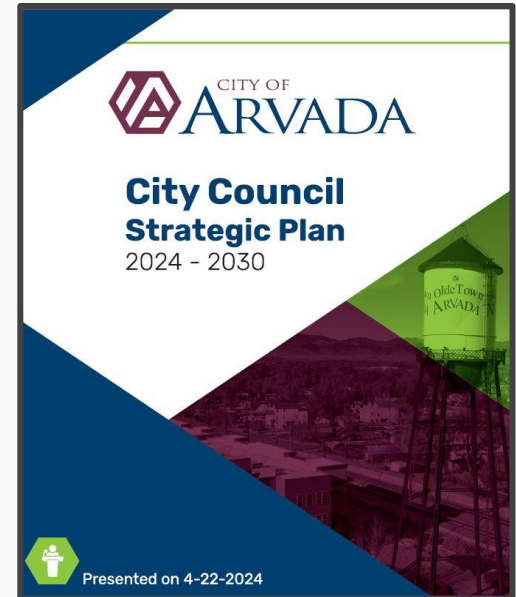
- In 2019, the City Council adopted the 2020-2025 City Council Strategic Plan
 - Revisions to the plan:
 - June 1, 2020: Resolution R20-047
 - July 19, 2021: Resolution R21-095
 - May 16, 2022: Resolution R22-033
 - May 1, 2023: Resolution R23-043
- Early Sunset of Plan



Motivation For Change & Process Improvement



Develop a visionary plan with higher utility, more alignment, and elevated strategy

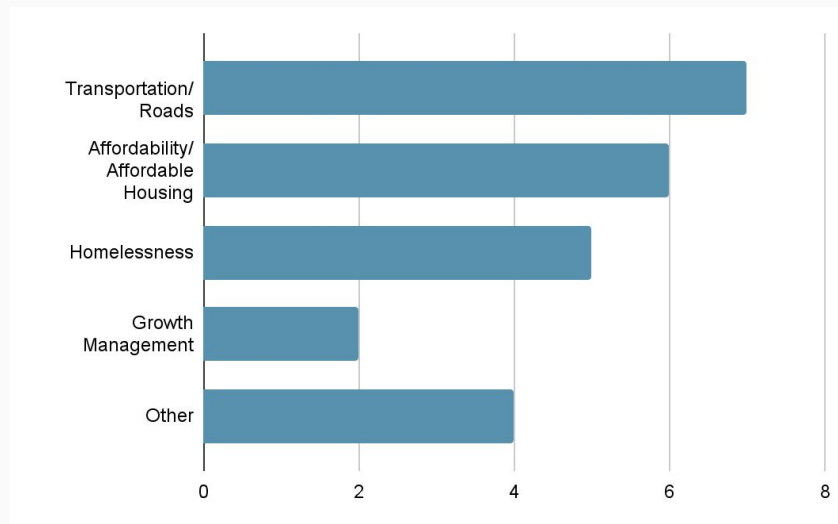


Community Voice

Key findings in the 2023 Community Survey Include:

- 90% of residents feel **safe** in their neighborhoods and 66% citywide during the day.
- **Parks and open space** satisfaction is high.
- 76% of residents view Arvada as **delivering services equitably**.
- 69% of residents are satisfied with **City services** and 73 % with **quality of life**.
- Management of **traffic** and **infrastructure developments** are opportunities for growth for the City, particularly in managing mixed concerns over **development**.
- **Homelessness** and **affordable housing** are still important to residents and support for programming-based solutions is high.

City Council Themed Key Takeaways:



Other: Safety (1), Revenue (1), Regional Decision-making (1) and Upgrading Technology(1)

Strategic Planning Process



Planning Document Structure

External

- Implementation Principles
- Strategic Results
- Strategic Goals
- Work System Services

Internal

- Implementation Plans
 - SMART Goals and Actions
 - Performance Measures
- Transparency & Reporting

Goal Setting Philosophy

- Council Voice
- Organization Wide Concentrated Focus On Each Result- One Team
- Outcome Focused
- Rooted In Community Voice and City Mission
- Results and Goals in conjunction with Work System Services

Draft City Council Strategic Results and Goals



Housing

City Council Strategic Result

Improve access to diverse, safe, and affordable housing options and programs, providing residents with opportunities to obtain housing that meets their needs in all phases of life.

More about this Result

Arvada's existing housing stock primarily consists of single-family homes with 75% of households owning their home. Buying a home is increasingly out of reach for fixed, low and moderate-income households. Over half of Arvada's renters are cost-burdened (spending 30% or more of gross income on housing). At the same time, rising rent prices have resulted in fewer units available at affordable rates. The City of Arvada utilizes grants like the Housing Choice Voucher Program and the Community Development Block Grant, as well as other funding sources to support affordable housing opportunities.

Improving access to diverse, safe, and affordable housing options and programs leads to myriad positive outcomes for residents. By increasing housing diversity and affordability, the City can more effectively support residents in locating suitable housing that meets their specific needs. Elevating these strategic housing goals will provide cost-burdened households the opportunity to secure housing that supports their well-being and quality of life. Overall, these efforts promote a more equitable and sustainable Arvada, where all residents have the opportunity to secure housing that supports their well-being and contributes to a vibrant and inclusive community.

Strategic Goals to Achieve the City Council Result on Housing:

1. Ensure continuity and consistency of housing strategies throughout the City's foundational and guiding plans and policies.
2. Prioritize opportunities to expand affordable housing options in collaboration with the community, development, and funding partners.
3. Conduct research and feasibility studies to explore the viability of and opportunities for expanding attainable housing options.
4. Foster a welcoming community that attracts future housing development and ensures residents feel safe and secure.
5. Provide robust and efficient services that facilitate the development of diverse housing stock.
6. Plan, fund, design and construct sustainable physical infrastructure to address level of service gaps in underserved areas and along transportation corridors.
7. Provide communication, marketing, and engagement strategies to increase awareness and accessibility of housing options and programs, ensuring residents have increased opportunities to secure housing.

Handy Links

[Point in Time Count](#)

[Land Development Code](#)

[2014 Comprehensive Plan](#)

[Sub-area Plans](#)

[PD CRIT Crime Free Multi-Housing Training](#)

[Housing Strategic Plan Coming Soon!](#)

Homelessness



Strategic Result:

Homelessness

Collaborate and coordinate with nonprofits, local organizations, and regional governments to advance services to individuals experiencing homelessness or at risk of experiencing homelessness.

Homelessness Strategic Goal 1

Develop a Homelessness Strategic Plan that will set a path forward for street outreach, 24/7 emergency shelter, partnership agreements for the provision of services, and transitional housing opportunities. The Strategic Plan will consider the feasibility of and opportunities for a navigation center.

Strategic Result:

Homelessness

Collaborate and coordinate with nonprofits, local organizations, and regional governments to advance services to individuals experiencing homelessness or at risk of experiencing homelessness.

Homelessness Strategic Goal 2

Be the catalyst that supports partnerships with nonprofits and local organizations and agencies to deliver programs and services that reduce or prevent homelessness.

Strategic Result:

Homelessness

Collaborate and coordinate with nonprofits, local organizations, and regional governments to advance services to individuals experiencing homelessness or at risk of experiencing homelessness.

Homelessness Strategic Goal 3

Research and seek funding options, including grants and regional agreements in support of homelessness services.

Strategic Result:

Homelessness

Collaborate and coordinate with nonprofits, local organizations, and regional governments to advance services to individuals experiencing homelessness or at risk of experiencing homelessness.

Homelessness Strategic Goal 4

Work with community partners to find a suitable location for the provision of homeless services outside of Olde Town.

Strategic Result:

Homelessness

Collaborate and coordinate with nonprofits, local organizations, and regional governments to advance services to individuals experiencing homelessness or at risk of experiencing homelessness.

Homelessness Strategic Goal 5

Support access to public information about homelessness and community solutions to foster understanding and empathy while empowering individuals and organizations to contribute to sustainable solutions.

Strategic Result:

Homelessness

Collaborate and coordinate with nonprofits, local organizations, and regional governments to advance services to individuals experiencing homelessness or at risk of experiencing homelessness.

Homelessness Strategic Goal 6

Provide outreach and resources to those in need while also enforcing laws and ordinances to create a safe community for all to enjoy.

Strategic Result:

Homelessness

Collaborate and coordinate with nonprofits, local organizations, and regional governments to advance services to individuals experiencing homelessness or at risk of experiencing homelessness.

Homelessness Strategic Goal 7

Enhance the City's capacity to continue providing resources by implementing strategies that prioritize public health and safety, thereby minimizing risks for community members and the City.

Internal Implementation Plan SMART Goal Example

Homelessness Strategic Goal 3: Research and seek funding options, including grants and regional agreements in support of homelessness services.

Internal Implementation Plan Goal Example:

By [date], the Finance Department will designate a dedicated team for all departments delivering homelessness-related services. This individual will be responsible for facilitating access to additional resources, including grants, federal funding, fees, etc., by providing them with comprehensive tools and guidance. Progress will be measured through the number of new funding sources applied for by each department and adherence to bi-monthly meeting cadence.

Housing



Strategic Result:

Housing

Improve access to diverse, safe, and affordable housing options and programs, providing residents with opportunities to obtain housing that meets their needs in all phases of life.

Housing Strategic Goal 1

Ensure continuity and consistency of housing strategies throughout the City's foundational and guiding plans and policies.

Strategic Result:

Housing

Improve access to diverse, safe, and affordable housing options and programs, providing residents with opportunities to obtain housing that meets their needs in all phases of life.

Housing Strategic Goal 2

Prioritize opportunities to expand affordable housing options in collaboration with the community, development, and funding partners.

Strategic Result:

Housing

Improve access to diverse, safe, and affordable housing options and programs, providing residents with opportunities to obtain housing that meets their needs in all phases of life.

Housing Strategic Goal 3

Conduct research and feasibility studies to explore the viability of and opportunities for expanding attainable housing options.

Strategic Result:

Housing

Improve access to diverse, safe, and affordable housing options and programs, providing residents with opportunities to obtain housing that meets their needs in all phases of life.

Housing Strategic Goal 4

Foster a welcoming community that attracts future housing development and ensures residents feel safe and secure.

Strategic Result:

Housing

Improve access to diverse, safe, and affordable housing options and programs, providing residents with opportunities to obtain housing that meets their needs in all phases of life.

Housing Strategic Goal 5

Provide robust and efficient services that facilitate the development of diverse housing stock.

Strategic Result:

Housing

Improve access to diverse, safe, and affordable housing options and programs, providing residents with opportunities to obtain housing that meets their needs in all phases of life.

Housing Strategic Goal 6

Plan, fund, design and construct sustainable physical infrastructure to address level of service gaps in underserved areas and along transportation corridors.

Strategic Result:

Housing

Improve access to diverse, safe, and affordable housing options and programs, providing residents with opportunities to obtain housing that meets their needs in all phases of life.

Housing Strategic Goal 7

Provide communication, marketing, and engagement strategies to increase awareness and accessibility of housing options and programs, ensuring residents have increased opportunities to secure housing.

Internal Implementation Plan SMART Goal Example

Housing Strategic Goal 6: Plan, fund, design and construct sustainable physical infrastructure to address level of service gaps in underserved areas and along transportation corridors.

Internal Implementation Plan Goal Example:

By [date] update the Land Development Code to maximize flexibility in the use of Park Development Fees and Fees in Lieu beyond geographic zones, with a target of X% of annual park investments being directed toward socially vulnerable communities within the second year of the LDC update.

Local Economy



Strategic Result:

Local Economy

Bolster a vibrant local economy by delivering efficient and cost-effective services and support for business in Arvada.

Local Economy Strategic Goal 1

Provide a safe community to attract and retain a healthy business community, provide education and outreach to local businesses, and hold accountable those who victimize businesses and their patrons.

Strategic Result:

Local Economy

Bolster a vibrant local economy by delivering efficient and cost-effective services and support for business in Arvada.

Local Economy Strategic Goal 2

Strive to understand the unique needs of our business community and optimize City operations to improve the customer experience.

Strategic Result:

Local Economy

Bolster a vibrant local economy by delivering efficient and cost-effective services and support for business in Arvada.

Local Economy Strategic Goal 3

Maintain and enhance public assets to attract residents, businesses, workers, and visitors.

Strategic Result:

Local Economy

Bolster a vibrant local economy by delivering efficient and cost-effective services and support for business in Arvada.

Local Economy Strategic Goal 4

Identify and utilize new sources of revenue and funding to deliver efficient and cost-effective services that promote economic growth.

Strategic Result:

Local Economy

Bolster a vibrant local economy by delivering efficient and cost-effective services and support for business in Arvada.

Local Economy Strategic Goal 5

Maximize the local economic benefit of the City's operating and capital budget through purchasing practices that prioritize local business.

Strategic Result:

Local Economy

Bolster a vibrant local economy by delivering efficient and cost-effective services and support for business in Arvada.

Local Economy Strategic Goal 6

Provide support for businesses to comply with City requirements that also protect the interests and safety of residents.

Strategic Result:

Local Economy

Bolster a vibrant local economy by delivering efficient and cost-effective services and support for business in Arvada.

Local Economy Strategic Goal 7

Foster a supportive and attractive business environment by continuing to strengthen City, community, and business partnerships to provide resources and support opportunities.

Internal Implementation Plan SMART Goal Example

Local Economy Strategic Goal 1: Provide a safe community to attract and retain a healthy business community, provide education and outreach to local businesses, and hold accountable those who victimize businesses and their patrons.

Internal Implementation Plan Goal Example:

By [date], the sector commander will conduct outreach to businesses and provide resources and education on top safety concerns and responses to issues. The goal is to contact x number of businesses and provide x number of education classes.

Physical and Technology Systems



Strategic Result:

Physical and Technology Systems

Improve City and community connectivity by providing reliable and accessible physical and technology systems.

Physical and Technology Systems Strategic Goal 1

Identify and prioritize projects for modernizing our technology systems to provide effective service delivery.

Strategic Result:

Physical and Technology Systems

Improve City and community connectivity by providing reliable and accessible physical and technology systems.

Physical and Technology Systems Strategic Goal 2

Identify and prioritize projects for modernizing our physical infrastructure to maintain and elevate service levels.

Strategic Result:

Physical and Technology Systems

Improve City and community connectivity by providing reliable and accessible physical and technology systems.

Physical and Technology Systems Strategic Goal 3

Improve internal and external accessibility to information, programs, systems, and services.

Strategic Result:

Physical and Technology Systems

Improve City and community connectivity by providing reliable and accessible physical and technology systems.

Physical and Technology Systems Strategic Goal 4

Ensure all physical and technology assets support reliable safety response, emergency preparedness, and City and community resilience.

Strategic Result:

Physical and Technology Systems

Improve City and community connectivity by providing reliable and accessible physical and technology systems.

Physical and Technology Systems Strategic Goal 5

Ensure the security of the physical and technology systems while also investigating and holding accountable those who put our systems at risk.

Strategic Result:

Physical and Technology Systems

Improve City and community connectivity by providing reliable and accessible physical and technology systems.

Physical and Technology Systems Strategic Goal 6

Close infrastructure deficit and funding gaps.

1

Internal Implementation Plan SMART Goal Example

Physical and Technology Systems Strategic Goal 1: Identify and prioritize projects for modernizing our technology systems to provide effective service delivery.

Internal Implementation Plan Goal Example:

By [date] implement a plan to enhance the reliability and user-friendliness of the development software, resulting in a x % reduction in user-reported issues and an average user satisfaction score of at least x out of x.

Quality of Life



Strategic Result:

Quality of Life

Foster an accessible and inclusive community that preserves and improves quality of life and ensures a safe and thriving place for all community members.

Quality of Life Strategic Goal 1

Create a safe community for all to enjoy through education, neighborhood connection, and engagement while also ensuring compliance with laws and ordinances.

Strategic Result:

Quality of Life

Foster an accessible and inclusive community that preserves and improves quality of life and ensures a safe and thriving place for all community members.

Quality of Life Strategic Goal 2

Take care of our community by continually improving and adapting to the changing needs of our community members and environment.

1

Strategic Result:

Quality of Life

Foster an accessible and inclusive community that preserves and improves quality of life and ensures a safe and thriving place for all community members.

Quality of Life Strategic Goal 3

Strengthen community resilience and well-being by proactively collaborating in emergency management initiatives, ensuring preparedness, effective response, and swift recovery.

Strategic Result: **Quality of Life**

Foster an accessible and inclusive community that preserves and improves quality of life and ensures a safe and thriving place for all community members.

Quality of Life Strategic Goal 4

Prioritize policies, practices, and projects for development that protect and sustain a high quality of life for residents and businesses.

1.

Strategic Result:

Quality of Life

Foster an accessible and inclusive community that preserves and improves quality of life and ensures a safe and thriving place for all community members.

Quality of Life Strategic Goal 5

Provide equitable access to the natural environment citywide and preserve these amenities for future generations.

1.

Strategic Result:

Quality of Life

Foster an accessible and inclusive community that preserves and improves quality of life and ensures a safe and thriving place for all community members.

Quality of Life Strategic Goal 6

Engage the community in meaningful opportunities to share their perspectives and values on decisions that affect them.

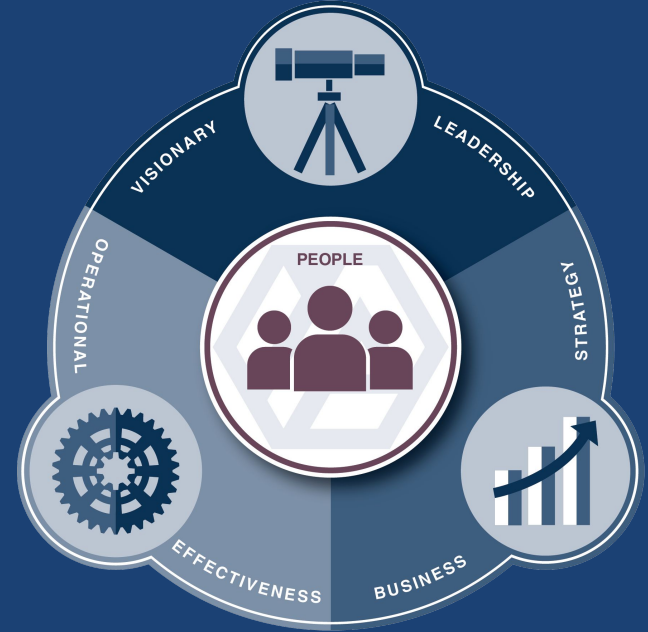
Internal Implementation Plan SMART Goal Example

Quality of Life Strategic Goal 2: Take care of our community by continually improving and adapting to the changing needs of our community members and environment.

Internal Implementation Plan Goal Example:

By [date], deliver infrastructure projects to increase accessibility throughout the City by implementing the ADA Transition Plan. To measure this goal City Team will record and report the total number of identified barriers and the total number of barriers removed on an annual basis.

Organizational Alignment & Accountability



Feedback Loop and Reporting

Quarterly Financial Reports With Performance Measures

Finance → City Council

Quarterly Internal Implementation Plan Reports

Directors → City Manager's Office



City Council Meetings

- Seeking Clarity and Further Council Direction.
- Providing Progress Information.

Performance-based Budgeting

Resource Allocation
Informed by City Council
Strategic Plan

Annual Strategic Planning Performance Report to City Council

Internal Implementation Plans: Smart Goals

S- Is the goal **specific** to your team and within your scope of control?

M- Can you **measure** your progress with a leading performance measure/indicator?

A- Can your department reasonably **achieve** this while maintaining current service levels?

R- Is it **relevant** to and does it progress either a City Council Strategic Plan Result, Goal or Work System Service?

T- Can you report on this goal on an annual basis or can it be achieved in 1 year **time frame** ?

Timeline and Recap

Steps Taken:

- **December/January**
Council Received 3 Key Inputs
- **February 9**
City Council Strategic Retreat
- **February 16**
Leadership Team Strategic Retreat
- **February/March**
Middle Management Team Feedback and Brainstorm
- **March 7**
Leadership Team Strategic Retreat
- **April 22**
City Council Workshop

Next Steps:

- Incorporate City Council Feedback
- City Council Adopt Plan Via Resolution
- Internal Implementation Plans Created
- Budget Requests Submitted in Alignment to New Strategic Plan
- Conduct Performance Management and Reporting

Council Feedback and Questions



REPORT TO CITY COUNCIL

AGENDA ITEM
2.C.

TO: THE HONORABLE CITY COUNCIL

DATE: April 22, 2024

SUBJECT: Staff Updates

Report in Brief

The purpose of this workshop is for staff to provide City Council with brief updates on projects and issues that do not require a full workshop.

Prepared by:
Chris Koch, CCO Admin

Reviewed by:

Approved by:

Enclosure, exhibits & attachments required to support the report