

City of Arvada

# Comprehensive Plan 2014

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IMPLEMENTATION UPDATE 2017



## Implementation Update and Action Matrix

The *Arvada Comprehensive Plan 2014* was developed with extensive outreach and input from the community, City staff, and expert consultants over an 18-month period to provide policy guidance and planning for the next 20 to 30 years. The Comprehensive Plan lays out a vision for a vibrant, forward-thinking city. It provides the direction for land development, addresses transportation issues, and identifies ways to create successful neighborhoods to ensure that the quality of life remains high for Arvada residents. The three key chapters in the Plan are: Growth and Economic Development, Multi-Modal Transportation, and Vibrant Community and Neighborhoods. Each chapter has several goals and associated policies, resulting in a total of 153 policies in the Plan. Over the past three years, the Plan’s vision, goals and policies have been translated into specific projects as well as ongoing programs and the day-to-day actions of the City.

The Action Matrix identifies the 153 policies, related priority actions, responsible lead City departments or agencies, a timeline for completion, and an assessment of implementation progress. Also included in the matrix are the priorities identified in City Council’s *City Strategic Plan 2014 to 2019*.

This is the third annual report to City Council describing the progress of implementation actions. It builds on the first update presented to City Council in December, 2015 and the second update presented in January, 2017.

### Measuring Progress

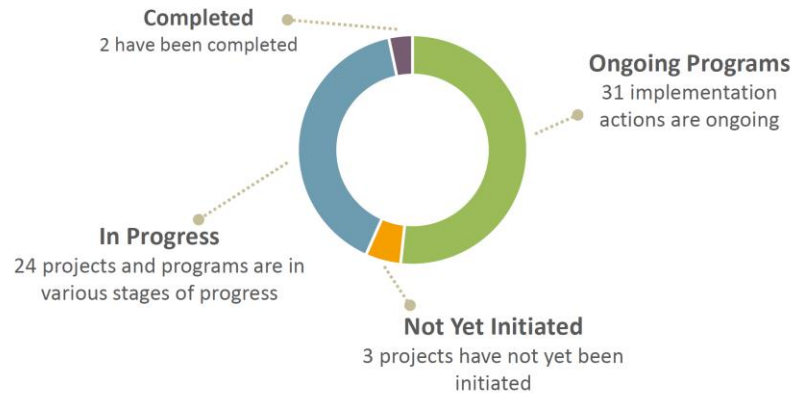
At the City Council workshop on December 14, 2015 a number of high priority actions were identified, and these are included in the Appendix. These high priority actions and programs are noted in the Action Matrix with red-colored icons in the status column. This 2017 implementation update:

- Identifies new projects and programs in the Action Matrix;
- Highlights Department projects completed or initiated in 2017 according to the three key chapters in the Plan. These “snapshots” are by no means inclusive of all implementation actions, but provide a sample of projects that are either complete or have achieved major milestones.
- Reflects input from the Comprehensive Plan Oversight Committee; and
- Identifies next steps for the Comprehensive Plan implementation and update.

## Highlights: Growth and Economic Development

### SNAPSHOT OF IMPLEMENTATION PROGRAMS

42 Policies in the Comprehensive Plan and 60 Implementation Actions in the Growth and Economic Development Chapter



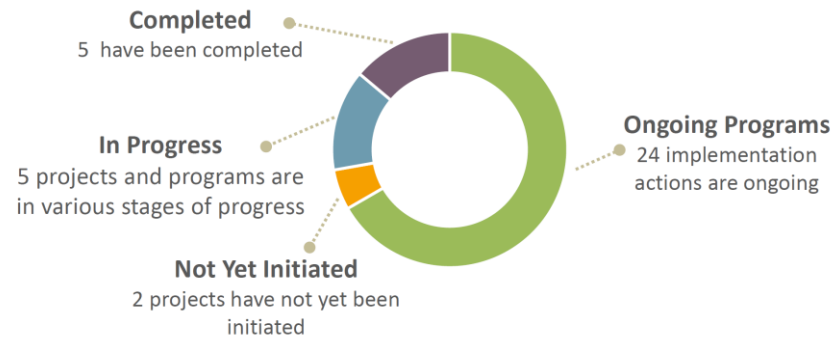
#### Actions

- Initiated the update to the Land Development Code, a major zoning code update that will be a key implementation action to implement the Comprehensive Plan
- Supported private sector investment in projects such as the new Sprouts Farmers market and the renovation of Arvada Marketplace, key retail businesses in Arvada
- Realized the success of urban renewal efforts with the opening of the Hilton Garden Inn and the Solana residential project in the Olde Town area, the construction of the Shops at Ralston Creek, and the ground-breaking for the Gateway at Arvada Ridge project
- Progressed with finalizing the Reno Park Design Guidelines
- Completed a retail and vibrancy study for Olde Town as groundwork for the continued success of Olde Town

## Highlights: Multi-Modal Transportation Plan

### SNAPSHOT OF IMPLEMENTATION PROGRAMS

32 Policies in the Comprehensive Plan and 36 Implementation Actions in the Multi-Modal Transportation Plan



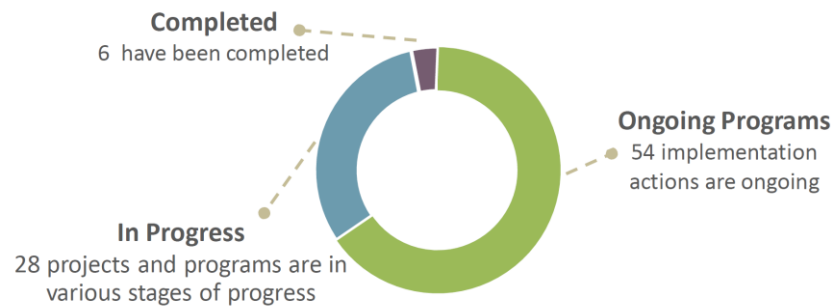
#### Actions

- Completed and adopted the Bicycle Master Plan, which included extensive public input and identified a system of on-street and trail connections that would expand multi-modal travel options for Arvada residents
- Completed major milestones for the environmental reviews and public reach for the Jefferson Parkway project
- Completed the construction of the Olde Town Transit Hub
- Completed the next steps study for pedestrian and bicycle connections to the Arvada Ridge Station
- Continued with the progress on the design for the first phase of the Ralston Road street improvements

## Highlights: Vibrant Community and Neighborhoods

### SNAPSHOT OF IMPLEMENTATION PROGRAMS

79 Policies in the Comprehensive Plan and 88 Implementation Actions in the Vibrant Community and Neighborhoods Chapter



#### Actions

- Implemented four Neighborhood Improvement Grants for specific projects
- Improved infrastructure in twenty-four homes through Neighborhood Rehab Project's Day of Service
- Initiated a Cultural Master Plan for the City of Arvada
- Completed a climate change assessment on water supply has with recommended actions (e.g., orient water conservation programs towards turf reduction, increase water treatment plant capability, promote more xeric landscaping and low impact development)
- Implemented irrigation improvements to the Stenger Sports Complex irrigation and pump station replacement.
- Identified potential sites for attainable housing as part of the Hometown Colorado Initiative

## Next Steps

The *Comprehensive Plan's* success is dependent on its effective implementation. It is the City's goal to include the Plan's vision, goals and policies in the daily actions of the City departments and partner agencies. The following actions are proposed to continue the successful implementation of the Comprehensive Plan in 2018:

1. Oversight Committee. The Oversight Committee was established in 2017 with representatives from the departments, AEDA and AURA to guide the Plan's implementation efforts. The Committee met twice to review implementation progress and identify any new programs and projects. It is proposed that the Committee continue to meet in 2018.
2. A "Living Document" approach for the Comprehensive Plan. It is in the City's interests to periodically amend the Plan to reflect changing conditions in the city, actions achieved, and incorporate any new or updated City plans that have been appended to the Plan. Through these updates, the Plan can remain relevant to the community. It is proposed that an initial set of amendments be prepared in mid-2018.
3. Next Implementation Update. The next annual progress update is to be presented to City Council at the end of 2018.

# ARVADA COMPREHENSIVE PLAN Action Matrix









## Time Frame

In the Action Matrix on the following pages, each Comprehensive Plan policy has an associated implementation program, with an identified lead department or agency, and time frame within which the implementation actions should be completed. The implementation program timelines are divided into four categories:

- **Short-Term or between 2015 and 2017.** These are actions or projects that have the highest priority, may have an immediate impact on the community and are relatively easy and low-cost, or may be the first step for a long-term project. These may also be projects that have already been initiated, or are policy oriented and require a one-time policy modification.
- **Medium-Term or between 2018 and 2019.** These are actions that may be dependent on funding, require advance planning, or may be of secondary priority.
- **Long-Term or between 2020 and 2024.** These are the projects that are seen as needing preparatory steps, or may be of a longer-term nature due to funding or resource requirements.
- **Ongoing.** These are actions/projects that have begun or require continued action.

## Legend for Status Column

The far right column in the matrix indicates the progress of the implementation actions with the following symbols:

-  Project or program that has not yet been initiated
-  Preliminary actions have been undertaken and completed for this policy
-  Program is approximately 25 percent complete
-  Program is approximately 50 percent complete
-  Program is nearing completion
-  Completed program or project
-  Ongoing program
-  This color is used to highlight the higher priority items that were identified in the Implementation Update that was presented to Council in December, 2015.

| Acronyms   |  |
|------------|--|
| AC         | Arvada Center                              |
| AEDA       | Arvada Economic Development Association    |
| AF         | Acre Feet                                  |
| AURA       | Arvada Urban Renewal Authority             |
| CD         | Community Development Department           |
| CDBG       | Community Development Block Grant          |
| CDOT       | Colorado Department of Transportation      |
| CHAC       | Colorado Housing Assistance Corporation    |
| CMO        | City Manager's Office                      |
| DRCOG      | Denver Regional Council of Governments     |
| EPA        | Environmental Protection Agency            |
| Jeffco R-1 | Jefferson County School District No. R-1   |
| LDC        | Land Development Code                      |
| HODAG      | Housing Development Action Grant           |
| IT         | Information Technology Department          |
| JPPHA      | Jefferson Parkway Public Highway Authority |
| PG&H       | Parks, Golf and Hospitality Department     |
| PW         | Public Works Department                    |
| RRCC       | Red Rocks Community College                |
| RTD        | Regional Transportation District           |
| TIF        | Tax Increment Financing                    |
| TIP        | Transportation Improvement Program (DRCOG) |
| TOD        | Transit-Oriented Development               |



# ACTION MATRIX

| POLICY NO.  | COMPREHENSIVE PLAN POLICY   | CITY STRATEGIC PLAN 2014 - 2019   | LEAD DEPT | IMPLEMENTATION PROGRAM  | 2015-2017 | 2018-2019 | 2020-2024 | Ongoing | Status |
|---|---|---|-----------|---|-----------|-----------|-----------|---------|--------|
|   |   |   |           |   | Timeframe |           |           |         |        |
| <b>GROWTH AND ECONOMIC DEVELOPMENT</b>  |   |   |           |   |           |           |           |         |        |
| <b>LAND USE AND REDEVELOPMENT</b>   |   |   |           |   |           |           |           |         |        |
| <b>Goal L-1: Coordinate Arvada's planning internally and with that of adjacent jurisdictions and the Denver Regional Council of Governments</b> |   |   |           |   |           |           |           |         |        |
| L-1.1   | <b>Coordination with Regional Planning</b><br>Coordinate with DRCOG on implementing the Metro Vision Plan and regional initiatives, with emphasis on encouraging employment and housing in urban centers. | Beginning in 2019, 25% of new housing is located in urban centers and corridors.  | CD        | Initiate monitoring program to track residential permits in urban centers and corridors as well as job creation. Corridors to be defined as part of the LDC update. Tracking system is underway.  |           |           |           |         |        |
|   |   |   | AEDA      | Nearly 2,000 jobs have been created in urban centers and corridors. AEDA is monitoring new jobs being created.  |           |           |           |         |        |
| L-1.2   | <b>Coordination with Local Planning</b><br>Coordinate City's plans with adjacent cities and counties.   |   | CD        | Continue with ongoing interjurisdictional coordination as plans are updated or developed.   |           |           |           |         |        |
| L-1.3   | <b>Coordination of Internal Plans</b><br>Ensure consistency of departmental plans with the Comprehensive Plan and Council Strategic Plan.   |   | CD        | Continue with ongoing review and coordination for plans to ensure consistency with Comprehensive Plan and Council Strategic Plan  |           |           |           |         |        |
| <b>Goal L-2: Plan for a balanced mix of commercial and residential land uses in Arvada</b>  |   |   |           |   |           |           |           |         |        |
| L-2.1   | <b>Complete Community</b><br>Provide a balanced mix of land uses by promoting redevelopment and reserving lands for future commercial and industrial as well as a variety of housing choices.             | 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. | CD        | Encourage and monitor the housing mix in new developments. New residential units and mapped and tracked.  |           |           |           |         |        |
|   |   |   |           | Identify affordable housing policies for creation of affordable and workforce housing, particularly for areas close to transit. Several workshops were completed in 2016 with Council and now looking at supportive opportunities through the LDC update 2017-2019. |           |           |           |         |        |
| L-2.2   | <b>Allow Appropriate Expansions of City Boundaries</b><br>Consider annexation of land that includes land uses consistent with Plan goals, needs of community and city's service capacity.                 |   | CD        | Continue with ongoing evaluation of annexations, as warranted.  |           |           |           |         |        |
| <b>Goal L-3: Encourage development of transit-supportive, higher-density, mixed-use, pedestrian-oriented areas</b>                              |   |   |           |   |           |           |           |         |        |
| L-3.1   | <b>Designated Mixed-Use Areas</b><br>Focus and support mixed-use development in   |   | CD        | New mixed-use zoning districts and development standards are to be  |           |           |           |         |        |

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|--------------|---|---------------------------------|-----------------------------|--|-----------|-----------|-----------|---------|--------|
|              | designated areas. Plan designates mixed-use areas to provide a mix of land uses, services, retail and commercial development, employment, a diversity of higher-density housing close to transit, bike, and pedestrian connections. |                                 |                             | considered in the LDC update in 2017-2019.<br>Rezone single-use areas to mixed-use zoning to reflect the designations in the Comprehensive Plan and DRCOG Urban Centers. |           |           |           |         |        |
|              |   |                                 | <b>AURA<br/>CD<br/>AEDA</b> | Continue to market and advocate for TOD and mixed-use opportunities to developers.   |           |           |           |         |        |
| <b>L-3.2</b> | <b>Criteria for New and Redeveloping Mixed-Use Areas</b><br>Mixed-use areas should be located in urban centers or designated corridors and should create or demonstrate specific characteristics.                                   |                                 | <b>CD</b>                   | Perform design reviews to ensure new or infill development in mixed-use areas is consistent with the Plan.   |           |           |           |         |        |
|              |   |                                 |                             | Amend the LDC and zoning map to include mixed-use zoning districts and development standards as part of the LDC update in 2017-2019.                                     |           |           |           |         |        |

## Goal L-4: Promote mixed-use, transit-oriented development

|              |  |   |           |   |  |  |  |  |  |
|--------------|--|---|-----------|---|--|--|--|--|--|
| <b>L-4.1</b> | <b>Transit-Oriented Development (TOD)</b><br>Plan for and encourage higher-intensity, mixed-use development near transit stations. Such projects should consider factors such as mixed-use development, sustainable design and pedestrian-oriented design. | 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 improvements will be completed. | <b>CD</b> | Promote and support development at TOD opportunity sites and ensure regulatory barriers are eliminated through the LDC update in 2017-2019.   |  |  |  |  |  |
|              |  |   | <b>PW</b> | Completed the study for pedestrian/vehicular site access improvements at Arvada Ridge TOD. Next step is implementation, depending on funding. |  |  |  |  |  |
| <b>L-4.2</b> | <b>Community Involvement in Transit-Oriented Design</b><br>Involve residents and stakeholders in the planning and design of transit sites.   |   | <b>CD</b> | Include community residents and stakeholders in any future transit area or corridor planning, or site-specific planning and site plan review. |  |  |  |  |  |

## Goal L-5: Designate and promote redevelopment and infill to generate economic revitalization, improve physical conditions, and provide an appropriate mix of quality housing choices

|              |  |  |                             |  |  |  |  |  |  |
|--------------|--|--|-----------------------------|--|--|--|--|--|--|
| <b>L-5.1</b> | <b>Targeted Redevelopment Areas</b><br>Plan for and promote redevelopment in targeted redevelopment areas, including Modified Jefferson Center, Northwest Arvada, Olde Town Station, Ralston Fields and Village Commons. |  | <b>AURA<br/>AEDA</b>        | Many projects have been completed, but projects underway include Olde Town TOD project, and Ralston Creek mixed-use project. |  |  |  |  |  |
| <b>L-5.2</b> | <b>Future Redevelopment Plans</b><br>Monitor economic vitality of key commercial economic areas and prepare plans promoting  |  | <b>AEDA<br/>AURA<br/>CD</b> | Monitor key factors to assess whether action to assist redevelopment is needed.  |  |  |  |  |  |

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|------------|--|---------------------------------|--------------------|---|-----------|-----------|-----------|---------|--------|
|            | redevelopment, as needed.  |                                 |                    |   |           |           |           |         |        |
| L-5.3      | <b>Regulatory Climate to Encourage Redevelopment and Infill</b><br>Provide incentives where appropriate and provide positive regulatory climate to encourage infill redevelopment. |                                 | AEDA<br>AURA<br>CD | Continue providing development incentives, as appropriate.  |           |           |           |         |        |
|            |  |                                 |                    | Evaluate regulations and processes for redevelopment projects to ensure that the regulations do not present barriers, and the approval timelines and fees are appropriate to the scale of development. LDC update in 2017-2019. |           |           |           |         |        |
| L-5.4      | <b>Funding for Redevelopment</b><br>Seek funding from the private and public sectors for investment in redevelopment areas.  |                                 | AEDA<br>AURA<br>CD | Support private sector investment in redevelopment.   |           |           |           |         |        |

## ECONOMIC DEVELOPMENT

### Goal ED-1: Expand and diversify the City's economic base to create primary jobs to increase the city's fiscal capacity to meet the needs of its citizens

|        |  |   |      |   |  |  |  |  |  |
|--------|--|---|------|---|--|--|--|--|--|
| ED-1.1 | <b>New Commercial and Employment Development</b><br>Promote and support commercial/employment development by recruiting primary jobs and increasing range of products and services for citizens. | <ul style="list-style-type: none"> <li>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.</li> <li>By 2019, create \$350 million in private sector capital investments (buildings, furniture, fixtures and equipment).</li> </ul> | AEDA | Provide business and commercial development services to new and existing businesses as well as the marketing of existing sites. Programs have had the following results: <ul style="list-style-type: none"> <li>Nearly 2,000 jobs created as of September, 2017 in urban centers and corridors</li> <li>495 new non-retail jobs created as of September, 2017</li> <li>\$382,265,299 in private sector capital investments as of September, 2017</li> </ul> |  |  |  |  |  |
| ED-1.2 | <b>Existing Business Retention</b><br>Work with strategic public and private partners to grow and assist existing businesses to increase business retention.                                     |   | AEDA | Continue with the existing programs to serve new and existing businesses  |  |  |  |  |  |

### Goal ED-2: Plan for new employment centers that will provide primary jobs in Arvada

|        |   |  |            |  |  |  |  |  |  |
|--------|---|--|------------|--|--|--|--|--|--|
| ED-2.1 | <b>Land for Employment Uses</b><br>Retain land in strategic, transit supportive areas for new employment centers. |  | AEDA<br>CD | Plan for development of the Parkway Business Center.   |  |  |  |  |  |
|        |   |  |            | Plan for redevelopment in the Ralston Road and Wadsworth corridors, and the Sheridan Station |  |  |  |  |  |

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|------------|---------------------------|---------------------------------|-----------|--|-----------|-----------|-----------|---------|--------|
|            |                           |                                 |           | area. Update the LDC as needed in 2017-2029.   |           |           |           |         |        |
|            |                           |                                 |           | Continue implementation through case review and promote employment in Olde Town and Ralston Creek areas. |           |           |           |         |        |

## Goal ED-3: Plan for well-located, high-quality commercial developments.

|        |  |  |            |  |  |  |  |  |  |
|--------|--|--|------------|--|--|--|--|--|--|
| ED-3.1 | <b>Commercial Development in "Centers"</b><br>Plan for commercial development at major intersections. Discourage/limit strip commercial development along arterial roadways. |  | CD<br>AEDA | Encourage market-driven commercial and mixed-use development.  |  |  |  |  |  |
| ED-3.2 | <b>Neighborhood and Community Commercial Centers</b><br>Plan for centers compatible with adjacent residential areas.   |  | CD<br>AEDA | Provide for appropriate zoning for the Ralston Road corridor through the LDC update in 2017-2019.  |  |  |  |  |  |
|        |  |  |            | Develop a market study for Indiana and Highway 72 in Northwest Arvada to give clear direction on location of neighborhood and community commercial. Amend zoning through the LDC update in 2017-2019, as required. |  |  |  |  |  |
| ED-3.3 | <b>Commercial Diversification</b><br>Recruit hotels, hospitals, medical facilities, etc. not currently in Arvada.  |  | AEDA       | Continue the existing programs.  |  |  |  |  |  |

## Goal ED-4: Redevelop and revitalize existing commercial and industrial areas.

|        |   |  |                    |  |  |  |  |  |  |
|--------|---|--|--------------------|--|--|--|--|--|--|
| ED-4.1 | <b>Promote Redevelopment of Underutilized Commercial Areas</b><br>Promote, through incentives and infrastructure investment, new development and reinvestment in designated "redevelopment areas" to retain or attract businesses, retail, office and housing.                                  |  | AEDA<br>AURA       | Refer to L-5.1 and L-5.2.  |  |  |  |  |  |
| ED-4.2 | <b>Olde Town Redevelopment and Historic Preservation</b><br>Increase Olde Town's economic vitality by creating unique retail and service area with residential and office use opportunities. Continue physical and economic revitalization by leveraging opportunities created by rail station. |  | AEDA<br>AURA<br>CD | Completed the Olde Town Retail and Vibrancy Study.   |  |  |  |  |  |
|        |   |  | AEDA<br>AURA<br>CD | Actions to continue to promote Olde Town's economic vitality are:<br><ul style="list-style-type: none"> <li>Implement the recommendations of the Olde Town Retail and Vibrancy Study.</li> <li>Continue the implantation of the TOD Framework Plan by</li> </ul> |  |  |  |  |  |

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|------------|--|---------------------------------|-----------|--|-----------|-----------|-----------|---------|--------|
|            |  |                                 |           | increasing employment in Olde Town area. Encourage developers to provide office uses in Olde Town. <ul style="list-style-type: none"> <li>Develop strategy to promote balanced mix of retail uses that continue to contribute to the character and vibrancy of Olde Town.</li> </ul> |           |           |           |         |        |
| ED-4.3     | <b>Southeast Arvada Redevelopment</b><br>Identify redevelopment and revitalization opportunities in Southeast Arvada and potential employment development around Arvada Sheridan/Gold Strike station.  |                                 | AEDA      | Build on recently completed projects in the Sheridan Station area by continuing to support employment-based TOD adjacent to the station, and partner with the landowners in the area.  |           |           |           |         |        |
| ED-4.4     | <b>Maintain Health of Existing Commercial Centers</b><br>Monitor, maintain and improve the health of existing commercial centers through strategic infrastructure investment, access improvements, and aesthetic enhancements where appropriate. |                                 | AEDA      | Continue the programs that leverage AEDA financial assistance programs to support this policy.   |           |           |           |         |        |

## Goal ED-5: Improve the City's economic base and its financial strength


|        |  |  |      |   |  |  |  |  |  |
|--------|--|--|------|---|--|--|--|--|--|
| ED-5.1 | <b>Strengthen and Diversify the City's Tax Base</b><br>Monitor and support existing retail and employment uses and promote opportunities for new retail, primary employers, tourism and targeted industry clusters. Seek supplemental revenue sources in addition to sales tax, to allow city services to be less susceptible to retail market considerations. |  | AEDA | Continue to promote development opportunities to the specified industries and provide the business and commercial development services to assist businesses and developers. |  |  |  |  |  |
|--------|--|--|------|---|--|--|--|--|--|

## COMMUNITY CHARACTER, URBAN DESIGN AND HISTORIC PRESERVATION




### Goal CC-1: Plan Arvada as a City of different development character districts

|        |   |  |    |   |  |  |  |  |  |
|--------|---|--|----|---|--|--|--|--|--|
| CC-1.1 | <b>Variety of Development Types</b><br>Include a variety of development types ranging from rural areas to mixed-use communities with services, employment and higher density housing. |  | CD | Perform design reviews to ensure new and infill development is consistent with the Land Use Plan and appropriate Design Principles.                                   |  |  |  |  |  |
| CC-1.2 | <b>Promote Integration within Districts through Design</b><br>Promote sense of place through context-sensitive design for new development.  |  | CD | Review and amend the LDC to include zoning and development standards that reflect and promote a sense of place and context-sensitive design. LDC update in 2017-2019. |  |  |  |  |  |
| CC-1.3 | <b>Compatible Infill</b><br>Encourage infill that is compatible with scale and  |  | CD | Review and amend the LDC to support compatible infill. LDC  |  |  |  |  |  |




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|------------|---|---------------------------------|-----------|---|-----------|-----------|-----------|---------|---|
|            | character of existing neighborhoods.  |                                 |           | update in 2017-2019.  |           |           |           |         |   |
| CC-1.4     | <b>Work with Stakeholders</b><br>Work with stakeholders, developers and the community to integrate development projects that enrich the district's character. |                                 | CD        | Evaluate whether revisions are needed to LDC to emphasize or expand stakeholder/community involvement in project review. LDC update in 2017-2019. |           |           |           |         |  |

## Goal CC-2: Establish and maintain Arvada's distinct qualities and small-town identity

|        |   |  |      |   |  |  |  |  |   |
|--------|---|--|------|---|--|--|--|--|---|
| CC-2.1 | <b>High Quality Design for Public Places</b><br>Promote high quality design and landscape of public places and civic buildings.                       |  | CD   | Continue to promote and implement quality design for public places and civic buildings from project initiation through development review.  |  |  |  |  |  |
| CC-2.2 | <b>High Quality Private Development</b><br>Promote high quality architecture, site planning, landscaping, signage, and lighting for new developments. |  | CD   | Perform design reviews to ensure new development is consistent with the appropriate Design Principles in the Plan and development standards and requirements in the LDC.  |  |  |  |  |  |
| CC-2.3 | <b>City Gateways</b><br>Provide and maintain attractive City gateways.  |  | PG&H | Park and Urban Design program staff completed the Arterial Streetscape Plan which included City Gateways and presented the plan in a City Council Workshop in August, 2015. The plan is included in the appendix in the 2016 Parks, Trails, and Open Space Master Plan. |  |  |  |  |  |

## Goal CC-3: Identify places and assets that are unique and important to the community and work to preserve them

|        |   |  |      |  |  |  |  |  |   |
|--------|---|--|------|--|--|--|--|--|---|
| CC-3.1 | <b>Attractive Street Corridors</b><br>Identify, plan and maintain attractive streets and corridors to preserve local character. |  | PW   | Implement the Ralston Road public improvements project. Land acquisition for the first phase will start in late 2017 and final design to be complete in early 2018. Construction to be complete in 2019. The subsequent phases are dependent on funding. |  |  |  |  |  |
|        |   |  | CD   | Identify zoning and other elements to address local character and redevelopment opportunities of the Ralston Road corridor through the LDC update in 2017-2019.  |  |  |  |  |  |
|        |   |  | PG&H | Refer to the note on Gateways (CC-2.3). Staff presented sample beautification projects with costs for  |  |  |  |  |  |








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| POLICY NO. | COMPREHENSIVE PLAN POLICY  | CITY STRATEGIC PLAN 2014 - 2019 | LEAD DEPT' | IMPLEMENTATION PROGRAM  | 2015-2017 | 2018-2019 | 2020-2024 | Ongoing | Status |
|------------|--|---------------------------------|------------|---|-----------|-----------|-----------|---------|--------|
|            |  |                                 |            | funding consideration by City Council.  |           |           |           |         |        |
| CC-3.2     | <b>View Corridors</b><br>Identify and maintain appropriate view corridors from public streets and other public places as new development occurs.   |                                 | CD         | Evaluate with the LDC update in 2017-2019 the need for appropriate view corridors from public streets and other public places.                                |           |           |           |         |        |
| CC-3.3     | <b>Transitions for Stable Rural Development</b><br>Preserve the integrity and character of stable rural development by requiring new development to meet the four principles identified in the Plan.   |                                 | CD         | Require new developments to meet the design principles for Stable Rural Developments in the Plan.   |           |           |           |         |        |
|            |  |                                 |            | Consider amendments to the LDC to include design standards for new developments adjacent to Stable Rural Developments. LDC update in 2017-2019.               |           |           |           |         |        |
| CC-3.4     | <b>Low Density Areas</b><br>Require new development within designated Low Density areas to have the open feel and character of rural areas (i.e., significant open space, existing vegetation, more natural landscaping, open fencing, view corridors from public places, and non-suburban road design). |                                 | CD         | Review and amend zone districts through the LDC update in 2017-2019 to include standards to address character in Low Density areas.                           |           |           |           |         |        |
| CC-3.5     | <b>Lower Densities toward the Mountains</b><br>Ensure decrease in overall density in western parts of the city while allowing for higher densities in the Jefferson Center and other areas identified on the Land Use Plan.  |                                 | CD         | Perform regular design reviews to ensure lower densities in the western part of city are consistent with the Land Use Plan and appropriate Design Principles. |           |           |           |         |        |
| CC-3.6     | <b>Residential Cluster Development in Low Density Residential Areas</b><br>Encourage clustered development near rural enclaves and sensitive natural resources.  |                                 | CD         | Review and amend the LDC to support cluster development in designated Low Density Residential areas. LDC update in 2017-2019.                                 |           |           |           |         |        |

## Goal CC-4: Preserve historic resources and expand preservation education and awareness in Arvada and Olde Town

|        |  |  |    |  |  |  |  |  |  |
|--------|--|--|----|--|--|--|--|--|--|
| CC-4.1 | <b>Historic Preservation</b><br>Expand outreach and promotion of the City's historic preservation efforts.                                     |  | CD | Implement new outreach approaches and education programs to promote historic preservation efforts. |  |  |  |  |  |
|        |  |  | CD | Developed the Reno Park Design Guidelines to preserve the historic character of the neighborhood.  |  |  |  |  |  |
| CC-4.2 | <b>Historic Preservation Partners</b><br>Continue partnerships with the historic preservation community to enhance the resources and awareness |  | CD | Work closely with the historic preservation community to regularly promote awareness of            |  |  |  |  |  |

# ACTION MATRIX

| POLICY NO. | COMPREHENSIVE PLAN POLICY   | CITY STRATEGIC PLAN 2014 - 2019 | LEAD DEPT | IMPLEMENTATION PROGRAM  | 2015-2017 | 2018-2019 | 2020-2024 | Ongoing | Status  |
|------------|---|---------------------------------|-----------|---|-----------|-----------|-----------|---------|---|
|            | of preservation organizations.  |                                 |           | preservation organizations and actions, and funding opportunities.  |           |           |           |         |   |
| CC-4.3     | <b>Renaissance Action Plan</b><br>Continue implementation of the Old Town Renaissance Action Plan.  |                                 | CD        | This Renaissance plan is obsolete and other efforts have supplanted it (e.g., Arvada Transit Station Framework Plan, Olde Town Design Guidelines, Olde Town Station Urban Renewal Area). This policy is now complete. |           |           |           |         |    |
| CC-4.4     | <b>Olde Town Design Guidelines</b><br>Utilize the Olde Town Design Guidelines for evaluating development or renovation proposals.   |                                 | CD        | Continue regular design reviews to ensure new and infill development is consistent with the Olde Town Design Guidelines.  |           |           |           |         |    |
| CC-4.5     | <b>Local Preservation Efforts</b><br>Explore expansion of historic resources, districts and preservation programs, including: <ul style="list-style-type: none"> <li>• Consider becoming a Certified Local Government</li> <li>• Develop a process to identify new districts and resources and designate local historic districts and landmarks</li> <li>• Inventory historic resources and sites</li> <li>• Develop design guidelines for other historic districts and resources.</li> </ul> |                                 | CD        | Explore the benefits and process of becoming a Certified Local Government, and implement recommendation.  |           |           |           |         |    |
|            |   |                                 |           | Conduct additional historic resource inventories to identify new districts and follow-up with designations of historic districts and landmarks.   |           |           |           |         |    |
|            |   |                                 |           | Prepare design guidelines for the Reno Park neighborhood.   |           |           |           |         |    |
|            |   |                                 |           | Prepare design guidelines for the neighborhoods of Stocke Walter and Alta Vista.  |           |           |           |         |   |
|            |   |                                 |           | Pursue funding for historic preservation and initiate a mini grant and loan program for historic buildings.   |           |           |           |         |  |



# ACTION MATRIX

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|------------|---------------------------|---------------------------------|-----------|------------------------|-----------|-----------|-----------|---------|--------|
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## MULTI-MODAL TRANSPORTATION PLAN

### VALUES AND NEEDS

#### Goal T-1: Develop a balanced, multi-modal transportation system to provide a variety of transportation opportunities for residents and visitors

|       |   |  |    |  |  |  |  |  |  |  |
|-------|---|--|----|--|--|--|--|--|--|--|
| T-1.1 | <p><b>Multi-modal Level of Service</b><br/>Establish automobile, bicycle and pedestrian level of service standards for all street types and incorporate in street development, improvement and maintenance.</p>   |  | PW | <p>The 2017 Bicycle Master Plan identified level of stress analysis and intersection functions. The plan was completed in August 2017, adopted by Planning Commission in September 2017 and ratified by Council in October 2017. It includes recommendations that require funding and will be used passively on CIP or developer projects at this time.</p>  |  |  |  |  |  |  |
| T-1.2 | <p><b>Pedestrian-Friendly City</b><br/>Provide a pedestrian-friendly environment throughout the city, especially in neighborhoods, shopping areas, mixed-use centers and transit station areas. Provide a continuous network of safe pedestrian facilities. Identify locations for sidewalk widening and allocate resources for implementation.</p> |  | PW | <ul style="list-style-type: none"> <li>All gaps have been identified and the program calls for approximately 26,000 linear feet of sidewalk gaps to be completed by 2019. Implementation is dependent on funding.</li> <li>Staff completed a project to establish standards for cross-walk treatments and identified specific project areas to improve pedestrian safety. The standards will be used passively on maintenance, resurfacing, CIP or developer projects at this time.</li> </ul> |  |  |  |  |  |  |
| T-1.3 | <p><b>Accommodate Bicyclists</b><br/>Incorporate a complete street and trail system for all types of bicyclists throughout the city.</p>  |  | PW | <p>The 2017 Bicycle Master Plan identified street and trail improvements. The plan was completed in August 2017, adopted by Planning Commission in Sept 2017, and Ratified by Council in Oct 2017. It includes recommendations that need funding and will be used passively on CIP and developer projects.</p>   |  |  |  |  |  |  |
| T-1.4 | <p><b>Gold Line and Other FasTracks Integration</b><br/>Work with RTD on the planning and integration of the G Line with the surrounding transportation system. Identify opportunities for new circulator bus</p>   | <p>By December 31, 2015, Arvada Ridge Transit Oriented Development (TOD) site vehicle and pedestrian access improvements will be evaluated and</p> | PW | <ul style="list-style-type: none"> <li>Staff obtained a "next steps" grant and completed a study of station access plans from multiple jurisdictions. The study and</li> </ul>   |  |  |  |  |  |  |






# ACTION MATRIX

| POLICY NO. | COMPREHENSIVE PLAN POLICY   | CITY STRATEGIC PLAN 2014 - 2019   | LEAD DEPT | IMPLEMENTATION PROGRAM   | 2015-2017 | 2018-2019 | 2020-2024 | Ongoing | Status |
|------------|---|---|-----------|--|-----------|-----------|-----------|---------|--------|
|            | service and new bus service connections for the commuter rail and US 36 BRT stations.   | presented to Council and by January 1, 2019, selected improvements will be completed. |           | conceptual engineering drawings were completed in August 2017. Staff will present the results of the study to Council in 2018 and look for grants, CIP, and developer project opportunities to implement the recommendations. <ul style="list-style-type: none"> <li>Staff has participated in RTD's bus integration plan with the G-Line stations.</li> </ul> |           |           |           |         |        |
| T-1.5      | <b>Transit Enhancements</b><br>Continue to evaluate enhancements to existing transit routes and new bus routes to provide service to all parts of Arvada. Evaluate the need for additional east-west connections.   |   | PW        | Staff has worked with RTD and completed the action steps for this policy. The City will continue to participate in RTD Local Gov't team meetings to keep involved and protect Arvada's needs for transit access.   |           |           |           |         |        |
| T-1.6      | <b>Arterial and Collector Street Connections</b><br>Continue to identify and construct missing arterial and collector street connections.   |   | PW        | The missing connections have been identified and construction will be ongoing depending on funding and redevelopment projects  |           |           |           |         |        |
| T-1.7      | <b>Alternative Transportation Programs</b><br>Raise residents' awareness of sustainable transportation options (i.e., public transportation, carpools, cycling trails, telecommuting, and trip planning).           |   | PW        | Continue with ongoing programs such as bike to work day, Bike Friendly Arvada Club (Cycling Advocate) bike rides, etc.   |           |           |           |         |        |
| T-1.8      | <b>Accommodate Transportation Disadvantaged</b><br>Maintain a transportation system to serve mobility challenged residents. Coordinate with RTD and others on transit accessibility and adhere to ADA requirements. |   | PW        | <ul style="list-style-type: none"> <li>While the City contributes to the Senior Resource Center's shuttle program, demand is increasing and other options may be needed to extend shuttle services to residents.</li> <li>Continue the ongoing maintenance and installation program for ADA ramps.</li> </ul>  |           |           |           |         |        |

## Goal T-2: Strengthen the linkage between land use and transportation in Arvada

|       |   |  |          |   |  |  |  |  |  |
|-------|---|--|----------|---|--|--|--|--|--|
| T-2.1 | <b>Jointly Consider Land Use and Transportation Implication</b><br>Consider transportation impacts in land use decisions. Develop vehicular, transit, bicycle and pedestrian networks to connect all parts of Arvada. Ensure effective connections between neighborhoods and the regional transit system (i.e., |  | CD<br>PW | Consider additional standards in the LDC and Engineering Standards to address the relationship between transportation and land use. This will be included in the LDC update in 2017-2019, through the development review process, and |  |  |  |  |  |
|-------|---|--|----------|---|--|--|--|--|--|

# ACTION MATRIX

| POLICY NO. | COMPREHENSIVE PLAN POLICY  | CITY STRATEGIC PLAN 2014 - 2019 | LEAD DEPT            | IMPLEMENTATION PROGRAM  | 2015-2017 | 2018-2019 | 2020-2024 | Ongoing | Status  |
|------------|--|---------------------------------|----------------------|---|-----------|-----------|-----------|---------|---|
|            | G Line and US 36 Corridor).  |                                 |                      | an update to the Engineering Standards that better defines Traffic Impact Analysis studies and recommended solutions  |           |           |           |         |   |
| T-2.2      | <b>Land Use Patterns to Support Transit</b><br>Plan for higher density (residential and employment) and mix of uses around transit stations and corridors.   |                                 | CD<br>AEDA           | CD and AEDA to continue to promote employment in TOD areas.   |           |           |           |         |    |
| T-2.3      | <b>The Last Mile</b><br>Develop complete safe, convenient and inviting pedestrian and bicycle connections to the stations.   |                                 | PW                   | Continue ongoing programs to complete pedestrian and bicycle connections, through DRCOG TIP funding and as staff resources are available. Implementation is dependent on funding and staffing.  |           |           |           |         |    |
| T-2.4      | <b>Street Connectivity</b><br>Require enhanced street connectivity in new developments and redevelopment areas with smaller blocks, and narrower multi-modal streets. Require connectivity between new developments and the surrounding community.   |                                 | PW                   | Engineering standards have been updated and connectivity is considered through development review process.  |           |           |           |         |    |
|            |  |                                 | CD                   | Review and amend the LDC to require street connectivity in new developments and redevelopments (i.e., minimum block sizes, street types, connections to adjacent neighborhoods, etc.). LDC update in 2017-2019.   |           |           |           |         |    |
| T-2.5      | <b>Travel Demand Management</b><br>Develop strategies to increase the use of alternative travel modes for commuting trips, including:<br>1. Bicycle/Pedestrian - System development, bike parking, and bike/transit integration<br>2. Infrastructure - Integration with FasTracks corridors, shuttles, and on-call transit services<br>3. Planning - Mixed use, clustered, and transit oriented development and parking management<br>4. Policies - Alternative mode encouragement, transit vehicle prioritization, and reallocation of rights-of-way to sidewalks and bikeways. |                                 | PW<br>CD<br>(for #3) | <ul style="list-style-type: none"> <li>Ongoing programs for sidewalk, bikeway and trail construction projects through capital improvement funds, grants and required developer contribution are underway.</li> <li>Staff has been working with DRCOG and RTD on commuter solutions for areas not currently served by RTD buses.</li> <li>Ongoing programs to encourage higher density and mixed-use at TOD</li> <li>Ongoing programs to encourage alternate modes, and consider revisions to the LDC. LDC update in 2017-2019.</li> </ul> |           |           |           |         |  |

# ACTION MATRIX

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|------------|---|---------------------------------|-----------|---|-----------|-----------|-----------|---------|--------|
|            |   |                                 |           |   |           |           |           |         |        |
| T-2.6      | <b>Station Parking Management</b><br>Partner with RTD to provide efficient and sustainable transit patron parking at G Line stations. |                                 | PW        | Construction of Olde Town Station parking structure has been completed. |           |           |           |         |        |

## Goal T-3: Identify and implement traffic solutions to reduce and manage traffic congestion arterial streets

|       |   |  |     |   |  |  |  |  |  |
|-------|---|--|-----|---|--|--|--|--|--|
| T-3.1 | <b>Multi-modal Evolution</b><br>Plan for evolution of strategic major arterials into multi-modal corridors to integrate transit, cyclists and pedestrians.  |  | PW  | Planning phase is complete, and implementation is dependent on funding.   |  |  |  |  |  |
| T-3.2 | <b>Traffic Solutions to Reduce Congestion</b><br>Evaluation of arterial street widenings and construction of missing segments and other measures to help reduce traffic congestion.   |  | PW  | Refer to T-1.6  |  |  |  |  |  |
| T-3.3 | <b>Consider Regional Traffic</b><br>Identify capital projects to mitigate the effect of congestion on city's arterials streets due to population growth (i.e., Jefferson Parkway). Identify opportunities to connect arterials streets with the regional arterial and highway system. |  | PW  | Ongoing program to address congestion and solutions.  |  |  |  |  |  |
| T-3.4 | <b>Coordinated Regional Transportation Effort</b><br>Coordinate with RTD, surrounding cities, DRCOG and CDOT to reduce traffic congestion in Arvada.  |  | PW  | Ongoing coordination with RTD, DRCOG, CDOT and neighboring cities.  |  |  |  |  |  |
| T-3.5 | <b>Jefferson Parkway</b><br>Work with the Jefferson Parkway Public Highway Authority to construct the Jefferson Parkway. Encourage commercial/industrial employment at major interchanges.  | By the end of 2017, establish the Jefferson Parkway Public Highway Authority as a separate stand-alone agency. | CMO | Environmental reviews and public outreach have been completed in 2017 as well as permitting and feasibility analysis. |  |  |  |  |  |
|       |   |  |     | Project development and procurement and contract negotiation phase.   |  |  |  |  |  |
|       |   |  |     | Construction and opening of the parkway.  |  |  |  |  |  |
| T-3.6 | <b>Freight</b><br>Ensure that highway and arterials streets efficiently accommodate freight movements within, to and from the city.   |  | PW  | Completed action has resulted in a new street cross-section for industrial areas.                                     |  |  |  |  |  |

## Goal T-4: Develop the transportation system in a manner that maintains the quality of life for residents and visitors

|       |  |  |    |  |  |  |  |  |  |
|-------|--|--|----|--|--|--|--|--|--|
| T-4.1 | <b>Neighborhood Safety and Traffic Mitigation</b><br>Evaluate impacts of cut-through traffic and traffic speed in neighborhoods and identify mitigation measures where needed. |  | PW | Ongoing program. Completed policies in response to questions from communities. |  |  |  |  |  |
| T-4.2 | <b>Arterial and Collector Street System</b><br>Provide arterial and collector street network that  |  | PW | Continue to implement connections, widenings and                               |  |  |  |  |  |






# ACTION MATRIX

| ACTION MATRIX |  |                                 |                 |   | 2015-2017 | 2018-2019 | 2020-2024 | Ongoing | Status |
|---------------|--|---------------------------------|-----------------|---|-----------|-----------|-----------|---------|--------|
| POLICY NO.    | COMPREHENSIVE PLAN POLICY  | CITY STRATEGIC PLAN 2014 - 2019 | LEAD DEPT       | IMPLEMENTATION PROGRAM  |           |           |           |         |        |
|               | excludes "through" traffic on local neighborhood streets.  |                                 |                 | operational improvements identified in Future Roadway Improvement Needs. Currently unfunded.  |           |           |           |         |        |
| T-4.3         | <b>Bicycle and Pedestrian Functionality</b><br>Maintain and enhance bicycle connections in the city.   |                                 | PW              | Bicycle Master Plan was approved and incorporated into the Comprehensive Plan in 2017. The plan's recommendations include new bicycle connections between the city's current bike lanes and trails. Ongoing implementation is dependent on funding. |           |           |           |         |        |
| T-4.4         | <b>Work with Neighborhoods</b><br>Involve neighborhoods and residents in road construction and widening projects so as to balance transportation needs and neighborhood character, and mitigate the impacts of these projects.   |                                 | PW<br>CD<br>CMO | Ongoing communication with neighborhoods and residents prior to and during projects.  |           |           |           |         |        |
| T-4.5         | <b>Air Quality</b><br>City will consider the impacts that transportation decisions have on ozone-forming emissions and other pollutants in making transportation investments.  |                                 | PW              | The City will work with the Regional Air Quality Council, DRCOG and the State to ensure that City policies are aligned with the air quality policies of the regional entities.  |           |           |           |         |        |
| T-4.6         | <b>Address Barriers to Transportation</b><br>City's transportation plan will address connectivity challenges through measures such as grade separations, enhanced at-grade railroad crossings, and improved automobile, bicycle and pedestrian accommodation at existing street and trail crossings. |                                 | PW              | Ongoing approaches to improve safety and connectivity through grade separations, trail connections and other measures. Currently unfunded.  |           |           |           |         |        |
| T-4.7         | <b>Improve Street Pavement Conditions</b><br>Increase the percentage of street pavement conditions that are rated "Fair" or better.  |                                 | PW              | Ongoing street pavement program dependent on funding for implementation.  |           |           |           |         |        |

## Goal T-5: Develop safe and comprehensive multi-purpose bicycle, trail, and pedestrian systems

|       |   |   |    |  |  |  |  |  |  |
|-------|---|---|----|--|--|--|--|--|--|
| T-5.1 | <b>Bike System</b><br>Implement bicycle network to provide access to schools, parks, shopping areas, and employment centers as identified in the Bicycle and Trail Master Plan. | 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. | PW | The Bicycle Master Plan was completed in August 2017 and adopted by Planning Commission in Sept 2017 and ratified by City Council in Oct 2017. Recommendations from the plan identify the safest and most effective ways to provide a Bicycle System. The plan's recommendations are dependent on funding. |  |  |  |  |  |
|-------|---|---|----|--|--|--|--|--|--|

# ACTION MATRIX

| ACTION MATRIX |   |                                 |            |   | 2015-2017 | 2018-2019 | 2020-2024 | Ongoing | Status  |
|---------------|---|---------------------------------|------------|---|-----------|-----------|-----------|---------|---|
| POLICY NO.    | COMPREHENSIVE PLAN POLICY   | CITY STRATEGIC PLAN 2014 - 2019 | LEAD DEPT  | IMPLEMENTATION PROGRAM  |           |           |           |         |   |
| T-5.2         | <b>Safe and Connected Bicycle and Pedestrian System</b><br>Improve the safety and connectedness of the bicycle and pedestrian system. Identify and construct needed on-street and trail bicycle connections and gaps in the sidewalk system. Improve connectivity around schools and make walking and biking convenient and direct. |                                 | PW         | See T-4.3 and T-5.1.  |           |           |           |         |  |
| T-5.3         | <b>Traffic Interface</b><br>Provide safe and convenient interfaces between the bicycle and pedestrian systems and motor vehicles using appropriate signalization, signing, striping, and other street crossing measures.  |                                 | PW         | See T-4.3 and T-5.1.  |           |           |           |         |  |
| T-5.4         | <b>Bike System Information</b><br>Provide information to the public on the bike network.  |                                 | PW<br>PG&H | Establish new bike trail maps in a variety of formats to inform the public, including the maps from the 2017 Bicycle Master Plan. |           |           |           |         |  |
| T-5.5         | <b>Coordinated Regional Efforts</b><br>Coordinate with surrounding cities, RTD and CDOT to ensure regional on-street bike route, sidewalk and trail connectivity.   |                                 | PW         | Ongoing coordination with neighboring cities and Jefferson and Adams counties.  |           |           |           |         |  |
| T-5.6         | <b>Preserve Access to Water Bodies</b><br>Encourage new developments to preserve public access to major water bodies.   |                                 | CD         | Evaluate whether the LDC adequately addresses this policy and make revisions as needed. LDC update in 2017-2019.                  |           |           |           |         |  |

# ACTION MATRIX

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|------------|---------------------------|---------------------------------|-----------|------------------------|-----------|-----------|-----------|---------|--------|
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## VIBRANT COMMUNITY AND NEIGHBORHOODS

### NEIGHBORHOODS AND HOUSING







#### Goal N-1: Plan for a range of neighborhoods and accessible housing of different tenure types to accommodate diverse incomes and all ages and abilities

|       |  |   |    |  |  |  |  |  |  |
|-------|--|---|----|--|--|--|--|--|--|
| N-1.1 | <b>Range of Residential Categories</b><br>Include a mix of residential land use categories and densities ranging from low density single-family homes to multi-family housing of different tenure types in mixed-use activity centers, in order to encourage varied housing needs. | 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. | CD | Perform regular reviews to ensure new or infill development in mixed-use areas is consistent with the City's vision for a range of housing styles and tenure. Promote ownership and rental housing in a variety of housing types and scales. |  |  |  |  |  |
| N-1.2 | <b>Site Planning to Promote Variety</b><br>Encourage new neighborhoods to incorporate a mix of lot sizes, development densities and housing types and styles.  |   | CD | Review and revise the LDC to permit a mix of housing types and lot sizes in new developments and redevelopment areas. LDC update in 2017-2019.   |  |  |  |  |  |
| N-1.3 | <b>Live-Work Units</b><br>Encourage live and work quarters in the same building in appropriate areas (i.e., not adversely affecting the neighborhood). Incorporate live-work units in redevelopment areas or retrofitted in existing neighborhoods.                                |   | CD | Review and revise the LDC to include live-work units in appropriate zoning districts, and promote live-work units in new and infill development. LDC update in 2017-2019.  |  |  |  |  |  |

#### Goal N-2: Encourage development of workforce or assisted housing throughout Arvada

|       |  |   |            |   |  |  |  |  |  |
|-------|--|---|------------|---|--|--|--|--|--|
| N-2.1 | <b>Dispersed Workforce or Assisted Housing</b><br>Require a range of new workforce or assisted housing appropriately dispersed throughout the city and integrated with new, existing and redeveloping neighborhoods. | 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. | CD<br>AURA | Evaluated strategies to identify suitable locations and incentives for the creation of affordable and workforce housing throughout the city in tandem with new development, and possibly land banking for future development. Workshops were conducted with City Council in 2016. |  |  |  |  |  |
|       |  |   |            | Potential sites for attainable housing to be identified and mapped as part of the Hometown Colorado Initiative.   |  |  |  |  |  |
|       |  |   |            | Consider the adoption of workforce and affordable housing incentives and policies for new and infill development, particularly in TOD areas and corridors. Workshops conducted with City Council in   |  |  |  |  |  |

# ACTION MATRIX


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|------------|--|---------------------------------|------------|---|-----------|-----------|-----------|---------|---|
|            |  |                                 |            | 2016, and policies and zoning to be considered as part of the LDC update in 2017-2019.  |           |           |           |         |   |
| N-2.2      | <b>Disperse Low-Income Assisted Housing and Improve Southeast Arvada Housing</b><br>Discourage development of additional low-income assisted housing in Southeast Arvada. Utilize incentives and other programs to improve the condition of existing housing stock in Southeast Arvada.                                    |                                 | CD         | Continue to use CDBG grant funds, incentives and other financing tools to improve the quality of existing housing in Southeast Arvada, and utilize CDBG funds for essential home repairs. Partner with private sector entities using HODAG funds for home renovation as well as the provision of new housing. |           |           |           |         |    |
| N-2.3      | <b>Continue Support of Section 8 Housing Choice Voucher Program</b><br>City will support Arvada Housing Authority for funding housing programs.  |                                 | CD         | Continue with ongoing support of Arvada Housing Authority's federally funded housing programs (Section 8 housing choice voucher program).   |           |           |           |         |    |
| N-2.4      | <b>Exploring Creation of Additional Financial Assistance for Affordable Housing</b><br>Explore tools to create additional financial assistance for affordable housing (i.e., local housing trust fund, inclusionary zoning, local fee and tax incentives, tax increment financing, Low Income Housing Tax Credit program). |                                 | CD         | Identify tools to finance and implement affordable and workforce housing (CHAC home buyer assistance program and Bridges of Opportunity).   |           |           |           |         |    |
| N-2.5      | <b>Homeownership</b><br>Promote the development of affordable owner-occupied housing for moderate income and first time homebuyers, and offer a range of housing types.  |                                 | CD         | Explore new housing types to increase affordability such as cottage housing, micro housing and a tiny house community through update to LDC in 2017-2019. Two Council workshops on market housing options were held in 2016.  |           |           |           |         |  |
| N-2.6      | <b>Mixed Income Projects</b><br>Promote the development of mixed-income projects that combine market rate housing with affordable housing  |                                 | CD<br>AURA | Evaluate strategies to identify suitable locations and incentives for the creation of affordable and workforce housing throughout the city in tandem with new development through LDC update in 2017-2019.  |           |           |           |         |  |
| N-2.7      | <b>Transit Stations</b><br>Encourage workforce housing near transit stations where appropriate.  |                                 | AURA<br>CD | Actively promote workforce housing near transit stations and include in AURA projects.  |           |           |           |         |  |









# ACTION MATRIX

| POLICY NO.   | COMPREHENSIVE PLAN POLICY  | CITY STRATEGIC PLAN 2014 - 2019  | LEAD DEPT       | IMPLEMENTATION PROGRAM   | 2015-2017 | 2018-2019 | 2020-2024 | Ongoing | Status |
|--|--|--|-----------------|--|-----------|-----------|-----------|---------|--------|
|  |  |  |                 |  |           |           |           |         |        |
| <b>Goal N-3: Maintain and improve the quality of the existing housing stock in Arvada and revitalize the physical and social fabric of neighborhoods that are in decline</b> |  |  |                 |  |           |           |           |         |        |
| N-3.1  | <b>Neighborhood Focus Areas</b><br>Work with residents to designate "neighborhood focus areas" for older neighborhoods and develop improvement plans and funding approaches to stabilize and improve conditions.   |  | CMO<br>CD       | Develop neighborhood improvement plans with 2 to 4 neighborhoods a year that identify "neighborhood focus areas" and funding for improvements and projects. Four neighborhood improvement grants were distributed this year, with projects to be completed by end of 2017 (Homestead park, Britton Park, Common Earth Community Garden, North Arvada Middle School). |           |           |           |         |        |
| N-3.2  | <b>Improve Infrastructure in Older Neighborhoods</b><br>Encourage formation of neighborhood organizations to identify/eliminate negative factors of blight (i.e., deteriorating infrastructure, declining neighborhoods). Analyze blighted conditions and invest in infrastructure.  |  | CMO<br>CD<br>PW | Work with 2-4 neighborhood organizations a year to identify needed infrastructure improvements, an improvement plan, funding and implementations actions.  |           |           |           |         |        |
| N-3.3  | <b>Neighborhood Engagement and Organization</b><br>Foster the creation of neighborhood groups. Support neighborhoods in developing plans and improvements for their neighborhoods.   | By 2019, 50% of 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. | CMO<br>CD       | Develop "How to Create a Neighborhood Organization" resources and proactively work with groups that want to start neighborhood organizations. Require neighborhoods to organize in order to receive neighborhood grant funds. Major effort is planned for 2018 to formalize/register neighborhood groups.  |           |           |           |         |        |
| N-3.4  | <b>Programs to Improve Existing Housing Stock</b><br>Continue to operate existing housing rehabilitation programs and utilize other resources or techniques to improve housing stock and maintain neighborhood quality (i.e., Reverse Mortgages, Tax Increment Financing, Community Development Block Grants, low interest loans, and fee waivers or deferrals for projects, programs or services that meet affordable housing goals). |  | CD              | Expand neighborhood rehabilitation programs to use volunteers, and develop partnerships with other groups, such as the interfaith community. See also N-2.2.   |           |           |           |         |        |
| N-3.5  | <b>Retaining and Maintaining Existing Workforce and Assisted Housing</b><br>Develop programs to retain existing affordable and assisted housing, especially near transit stations. If  |  | CD<br>AURA      | Continue to pursue partnerships for the acquisition of existing affordable housing, monitor demolitions and replace lost   |           |           |           |         |        |

# ACTION MATRIX

| POLICY NO.   | COMPREHENSIVE PLAN POLICY   | CITY STRATEGIC PLAN 2014 - 2019 | LEAD DEPT               | IMPLEMENTATION PROGRAM   | 2015-2017 | 2018-2019 | 2020-2024 | Ongoing | Status  |
|--------------|---|---------------------------------|-------------------------|--|-----------|-----------|-----------|---------|---|
|              | such housing is lost due to future projects, pursue replacement housing as feasible.                                    |                                 |                         | affordable housing. Partners can include private developers and Jefferson County Housing Authority.  |           |           |           |         |   |
| <b>N-3.6</b> | <b>Code Enforcement</b><br>Monitor neighborhood blight conditions and encourage compliance and enforce code violations. |                                 | <b>CD Public Safety</b> | Continue with code inspections and enforcement aimed at stabilizing and/or improving neighborhoods, including aesthetics and building quality. |           |           |           |         |  |




## Goal N-4: Provide opportunities for special needs and senior housing in Arvada

|              |  |  |                |   |  |  |  |  |   |
|--------------|--|--|----------------|---|--|--|--|--|---|
| <b>N-4.1</b> | <b>Special Needs Housing</b><br>Encourage the provision of quality special needs housing throughout the community that is properly sized, located and designed to meet the needs of the group involved.  |  | <b>CD</b>      | Update to the LDC should clarify definitions for a range of housing types, and also update any requirements for group housing, etc. LDC update in 2017-2019.                                      |  |  |  |  |    |
| <b>N-4.2</b> | <b>Address Neighborhood Concerns</b><br>Require special needs and senior housing developments in residential areas consider the concerns of neighborhoods and address any concerns about compatibility.  |  | <b>CD</b>      | Review and amend the LDC to include standards and processes that address that new special needs/senior housing projects are compatible with existing neighborhoods. LDC update in 2017-2019.      |  |  |  |  |    |
| <b>N-4.3</b> | <b>Higher Density Special Needs Housing Near Services and Transit</b><br>Encourage higher density special needs and senior housing projects to locate close to community facilities such as shopping, medical facilities, or transit centers or corridors. |  | <b>CD</b>      | Review and amend the LDC to focus higher density senior housing and special needs projects close to activity centers, transit and corridors. LDC update in 2017-2019.                             |  |  |  |  |    |
|              |  |  | <b>AURA</b>    | Consider the adoption of senior and special needs housing incentives and policies for new and infill development.   |  |  |  |  |  |
| <b>N-4.4</b> | <b>Universal Design</b><br>Explore how to include universal and accessible design principles in new development projects.  |  | <b>CD</b>      | Review and amend the LDC to include universal design principles, where appropriate, and develop design guidelines and possible incentives for implementation. LDC update in 2017-2019.            |  |  |  |  |  |
| <b>N-4.5</b> | <b>Affordable Senior Housing</b><br>Promote affordable senior housing close to services and transit (e.g., higher densities in appropriate locations, land banking, promote reverse mortgage programs, accessory dwelling units, infrastructure            | By 2019, facilitate the development of one attainable senior housing development containing at least 50 units. | <b>CD AURA</b> | <ul style="list-style-type: none"> <li>Review and amend the LDC to ensure senior housing and special needs projects are permitted in appropriate zoning districts. LDC update in 2017-</li> </ul> |  |  |  |  |  |

# ACTION MATRIX




| POLICY NO. | COMPREHENSIVE PLAN POLICY                 | CITY STRATEGIC PLAN 2014 - 2019 | LEAD DEPT | IMPLEMENTATION PROGRAM   | 2015-2017 | 2018-2019 | 2020-2024 | Ongoing | Status |
|------------|---|---------------------------------|-----------|--|-----------|-----------|-----------|---------|--------|
|            | incentives, reduce parking requirements). |                                 |           | 2019. <ul style="list-style-type: none"> <li>Identify location, incentives or other financial tools to assist developers, and market housing opportunity sites to developers.</li> </ul> |           |           |           |         |        |

## Goal N-5: Enable access to fresh, healthy food for all citizens through collaborative approaches.







|       |   |  |           |   |  |  |  |  |   |
|-------|---|--|-----------|---|--|--|--|--|---|
| N-5.1 | <b>Production and Distribution</b><br>Remove barriers to locally-produced food production and distribution (e.g., allow community gardens and local agriculture on private and public lands). |  | CMO       | Ongoing City programs to manage City property or lease sites for community gardens and agricultural sites. New partnership opportunities are possible in 2018-2019. |  |  |  |  |  |
|       |   |  | CD        | Consider any additional uses/standards for food production and sale in the LDC update in 2017-2019.   |  |  |  |  |  |
| N-5.2 | <b>Walkable Access</b><br>Identify neighborhoods without walkable access to healthy foods and work with partners to improve access.   |  | CMO<br>PW | Ongoing policy to guide local food assessment and actions with partners.  |  |  |  |  |  |

## EDUCATION, ARTS AND CULTURE





### Goal E-1: Provide educational opportunities for Arvada residents

|       |  |  |                       |  |  |  |  |  |   |
|-------|--|--|-----------------------|--|--|--|--|--|---|
| E-1.1 | <b>Distributed Educational Facilities</b><br>Encourage the provision of well-distributed educational facilities (i.e., schools, community libraries, higher education and adult education facilities, and community service centers) throughout Arvada.                      |  | Jeffco<br>R-1<br>RRCC | Continue to partner with the Jefferson County School District and Red Rocks Community College to evenly distribute educational facilities and new school campuses throughout Arvada.                               |  |  |  |  |   |
| E-1.2 | <b>Educational Partners</b><br>Coordinate with partners (Red Rocks Community College, Jefferson County School District, private schools colleges, and businesses) to plan educational facilities that are distributed and that provide opportunities for life-long learning. |  | Jeffco<br>R-1<br>RRCC | Partner with the Red Rocks Community College, Jefferson County School District, private colleges and the business community to include adult learning programming and career development opportunities for adults. |  |  |  |  |  |
| E-1.3 | <b>Red Rocks Community College</b><br>Support the expansion of Red Rocks Community College by supporting high quality transit-oriented development and multi-modal connectivity in the Arvada Ridge TOD area.  |  | CD<br>PW              | Continue the partnership with Red Rocks Community College by providing easy access to the Arvada Ridge station and multi-modal access to the college. The  |  |  |  |  |  |

# ACTION MATRIX


| POLICY NO.   | COMPREHENSIVE PLAN POLICY  | CITY STRATEGIC PLAN 2014 - 2019 | LEAD DEPT'               | IMPLEMENTATION PROGRAM   | 2015-2017 | 2018-2019 | 2020-2024 | Ongoing | Status  |
|--|--|---------------------------------|--------------------------|--|-----------|-----------|-----------|---------|---|
|  |  |                                 |                          | construction new housing and the connection between the college and the station is underway.   |           |           |           |         |   |
| <b>Goal E-2: Facilitate development of human resources</b>   |  |                                 |                          |  |           |           |           |         |   |
| E-2.1  | <b>Human Services</b><br>Work with partners to facilitate necessary human services, including but not limited to: homeless shelters, transitional housing, at-risk youth services, teen and youth activities, satellite police stations, senior housing, neighborhood community centers, medical facilities, as well as hospice and day-care facilities. |                                 | <b>CMO Public Safety</b> | Ongoing programs to provide shelters for individuals and families. Programs such as a severe weather sheltering network and other regional approaches are underway.  |           |           |           |         |    |
| E-2.2  | <b>Active Volunteers Program</b><br>Encourage and support high levels of volunteerism in the community to assist with public lands stewardship, provide assistance for human services and education programs, bolster boards and commissions, and sponsor civic events and festivals.  |                                 | <b>CMO CD</b>            | A variety of programs are ongoing, such as data service, City Hall 101 and Snow Buddies.   |           |           |           |         |    |
| <b>Goal E-3: Leverage Arvada's cultural, recreational and educational assets for new economic opportunities.</b> |  |                                 |                          |  |           |           |           |         |   |
| E-3.1  | <b>Broad Range of Cultural Arts and Facilities</b><br>Plan and provide for cultural needs of citizens through provision of culture and art (e.g., arts centers, recreation facilities, museums) as defined in the Cultural Master Plan.  |                                 | <b>AC</b>                | Ongoing programs to provide services.  |           |           |           |         |    |
| E-3.2  | <b>Distributed Cultural Facilities</b><br>Plan for and locate cultural facilities, such as places of worship, community facilities, and a living heritage museum, throughout the City.   |                                 | <b>AC</b>                | Ongoing programs to provide services.  |           |           |           |         |   |
| E-3.2  | <b>Public Art</b><br>Support and promote public art.   |                                 | <b>CMO</b>               | The Arts and Culture Commission is preparing a master plan for public art and culture in the city, which is to be complete in 2018.  |           |           |           |         |  |
| E-3.4  | <b>Festivals and Events</b><br>Encourage and promote festivals and events that celebrate Arvada's heritage and culture.  |                                 | <b>PG&amp;H</b>          | One of the major themes of the 2016 Parks, Trails and Open Space Master Plan is Community. Identified goals related to the Community theme stress the importance of efforts to activate existing parks and "increase events by two events annually (to a total of 65 events by 2025)". Actions to achieve these goals are ongoing. |           |           |           |         |  |

# ACTION MATRIX

| POLICY NO. | COMPREHENSIVE PLAN POLICY  | CITY STRATEGIC PLAN 2014 - 2019   | LEAD DEPT | IMPLEMENTATION PROGRAM   | 2015-2017 | 2018-2019 | 2020-2024 | Ongoing   | Status  |
|------------|--|---|-----------|--|-----------|-----------|-----------|---|---|
| E-3.5      | <p><b>Cultural Master Plan</b><br/>Continue to work to achieve the goals of the Cultural Master Plan and maintain sites identified in the plan. The City will use the Cultural Master Plan to define goals for specific cultural arts facilities, including Arvada Center expansion plans. Goals in that plan include:</p> <ul style="list-style-type: none"> <li>Promote access by all residents to a broad variety of arts, culture, and heritage activities taking place in many areas throughout the city.</li> <li>Expand learning opportunities in the arts and humanities and</li> <li>Strengthen economic development of Arvada by recognizing and supporting the cultural assets and creative resources that enrich our community.</li> </ul> | 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. | AC CMO    | Update the Arvada Center Master Plan based on the significant changes that have occurred since the current Master Plan was completed. The significant changes include the governance change approved by the City Council in July 2015 and completed with operational transition to the Arvada Center nonprofit organization in July 2016 and completion of the Hospitality (Arvada Events) Master Plan in December 2016. |           |           |           |   |    |
|            |  |   |           | The Arvada Arts and Culture Commission has contracted with 23.4, a consulting firm, to complete a Cultural Master Plan for the City of Arvada. The goal is to have the Plan finalized and adopted by City Council by the third quarter of 2018.  |           |           |           |  |   |
| E-3.6      | <p><b>Creative Arts District</b><br/>Explore the creation of a Creative Arts District to strengthen the Arvada Center, Olde Town, Ralston Road and other areas, considering retail redevelopment, placemaking, transit, and building space and housing appropriate to artists and creative industries.</p>   |   | CMO       | In November, 2015, the Council established the Arvada Arts and Culture Commission and its focus is to create an Arts and Culture Master Plan. The master plan is underway and is to be completed in 2018.  |           |           |           |   |    |
|            |  |   | CMO CD    | Evaluate the opportunity for an Arts District, and if feasible, create an implementation plan and take next actions. Assess whether revisions are needed to the LDC through the update in 2017-2019.   |           |           |           |   |  |

## RESOURCE CONSERVATION AND ENVIRONMENT

### Goal R-1: Minimize the impact of new development on natural areas to allow continued cohabitation of people and wildlife

|       |   |  |    |   |  |  |  |  |   |
|-------|---|--|----|---|--|--|--|--|---|
| R-1.1 | <p><b>Buffers and Setbacks</b><br/>Require new developments to provide buffers for creeks, water bodies, existing wetlands, riparian areas, and wildlife corridors to retain water quality and environmental integrity.</p> |  | CD | Review and evaluate whether existing LDC regulations require adequate buffers between new developments and natural, riparian features for preserving water quality and the continuity of wildlife |  |  |  |  |  |
|-------|---|--|----|---|--|--|--|--|---|

# ACTION MATRIX

| POLICY NO. | COMPREHENSIVE PLAN POLICY   | CITY STRATEGIC PLAN 2014 - 2019 | LEAD DEPT | IMPLEMENTATION PROGRAM   | 2015-2017 | 2018-2019 | 2020-2024 | Ongoing | Status |
|------------|---|---------------------------------|-----------|--|-----------|-----------|-----------|---------|--------|
|            |   |                                 |           | corridors and habitat. LDC update in 2017-2019 as well as ongoing actions.   |           |           |           |         |        |
| R-1.2      | <b>Land Use and Infrastructure Decisions</b><br>Review of infrastructure and land use should consider changing climate that may have different and more erratic precipitation trends. |                                 | Utilities | Climate change assessment on water supply has been completed with recommended actions (e.g., orient water conservation programs towards turf reduction, increase water treatment plant capability, increase budgets, promote more xeric landscaping and low impact development). |           |           |           |         |        |
|            |   |                                 | CD        | Identify potential sustainable development requirements that can be included in the LDC update that lessen the impacts of climate change, flood events, risk of wildfires, etc. LDC update in 2017-2019.   |           |           |           |         |        |
|            |   |                                 | CMO       | Ongoing programs to support sustainable development practices.   |           |           |           |         |        |

## Goal R-2: Promote improved water quality in stream corridors

|       |  |  |           |  |  |  |  |  |  |
|-------|--|--|-----------|--|--|--|--|--|--|
| R-2.1 | <b>Water Quality Features</b><br>Require water quality features in new developments to minimize degradation of stream water quality.   |  | Utilities | Ongoing and required under City Code Article IV, Chapter 50, city code "Site Development Permit".  |  |  |  |  |  |
| R-2.2 | <b>Water Quality Education</b><br>Educate the public about how they can assist in water quality efforts.   |  | Utilities | Ongoing long-term Majestic View Nature Center water quality and water conservation education programs with dedicated 3/4 time staff member.            |  |  |  |  |  |
| R-2.3 | <b>Best Management Practices for Storm water Conveyance</b><br>Protect water quality through implementation of Best Management Practices in the design of storm water conveyance and detention facilities. |  | Utilities | Periodic and ongoing updates to the Engineering Code of Standards and Specifications - Section 105, Drainage System Design (Minimum Design Standards). |  |  |  |  |  |

## Goal R-3: Improve Flood Control

|       |   |  |    |   |  |  |  |  |  |
|-------|---|--|----|---|--|--|--|--|--|
| R-3.1 | <b>Flood Control Program</b><br>Continue to improve flood control and drainage program to remove properties from the 100-year floodplain. |  | PW | Ongoing programs include working with Urban Drainage on improvements to major creeks, working with Corps of Engineers on Ralston Creek master plan update, constructing the Alkire St. crossing |  |  |  |  |  |
|-------|---|--|----|---|--|--|--|--|--|

# ACTION MATRIX

| POLICY NO. | COMPREHENSIVE PLAN POLICY | CITY STRATEGIC PLAN 2014 - 2019 | LEAD DEP'T | IMPLEMENTATION PROGRAM   | 2015-2017 | 2018-2019 | 2020-2024 | Ongoing | Status |
|------------|---------------------------|---------------------------------|------------|--|-----------|-----------|-----------|---------|--------|
|            |                           |                                 |            | of Leyden Creek in 2018, and ongoing bank stabilization, maintenance and improvements. |           |           |           |         |        |

## Goal R-4: Reduce energy consumption

|       |   |   |           |  |  |  |  |  |  |
|-------|---|---|-----------|--|--|--|--|--|--|
| R-4.1 | <b>Energy Conservation Education</b><br>Increase awareness of energy use and educate citizens and the business community on ways to minimize consumption. |   | CMO       | Ongoing programs for public education on energy conservation.  |  |  |  |  |  |
| R-4.2 | <b>Increase Energy Efficiency in Existing and New Construction</b><br>Encourage the use of energy efficient building materials and renewable energy.      | 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. | PW<br>CMO | Initiatives include adding solar panels to the fleet maintenance building. Ongoing approach to look at energy savings options. |  |  |  |  |  |
| R-4.3 | <b>Energy and Water Savings</b><br>Explore ways of integrating energy and water savings programs to ensure maximum resource conservation.                 |   | Utilities | Ongoing programs. See R-5.1.   |  |  |  |  |  |

## Goal R-5: Conserve Water Resources

|       |  |  |           |   |  |  |  |  |  |
|-------|--|--|-----------|---|--|--|--|--|--|
| R-5.1 | <b>Water-Wise Landscaping</b><br>Examine changes to Land Development Code to further increase the use of water-wise landscaping and to ensure that plans were built and are operating per specifications.  | By 2019, water usage by the community is reduced from 146 gallons per person per day to 139. | Utilities | Continue long-time partnership with the Center for ReSource Conservation to offer "Garden-in-a-box" and water-wise seminars and programs.   |  |  |  |  |  |
|       |  |  | CD        | Review and amend the LDC for xeric and urban landscaping requirements. LDC update in 2017-2019.   |  |  |  |  |  |
| R-5.2 | <b>Water Efficient Compact Development</b><br>Encourage the greater application of compact and mixed-use land development patterns.  |  | CD        | Promote TOD, compact and mixed-use development opportunities to developers. This will also be included in the LDC update in 2017-2019.  |  |  |  |  |  |
| R-5.3 | <b>Expand Public Education Programs</b><br>Encourage greater water conservation through expanded public education programs which may include water audits, targeting high water users and working with homeowner associations who manage common lands. |  | Utilities | Continue long-term partnership with the Center for ReSource Conservation to offer "Garden-in-a-box" and homeowner programs. The focus is on turf reduction as well as encouraging use of EPA's WaterSense labeled products. Pilot program with Forest Springs HOA on turf reduction and irrigation system replacement underway with results in late 2017. |  |  |  |  |  |

# ACTION MATRIX

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|------------|---|---------------------------------|-----------|---|-----------|-----------|-----------|---------|--------|
| R-5.4      | <p><b>Increase Water Conservation on Public Lands and in Public Facilities</b></p> <p>Explore ways of increasing water conservation on publicly-owned lands and in public facilities through increased irrigation efficiency, greater use of water-wise landscaping, and indoor efficiency efforts.</p> |                                 | PG&H      | The 2016 Parks, Trails and Open Space Master Plan specifically addresses the need to support the City's 2010 Water Conservation Plan with additional water conservation goals for preservation of native open space, conversion of irrigated park land to native plants, and water conservation outreach including the xeriscape gardens and classes at the Majestic View Nature Center. Hometown Initiative to have students at University of Colorado Denver revise landscaping plan for Simms Water Tank site (Alice Sweet Thomas Park). |           |           |           |         |        |
| R-5.5      | <p><b>Indoor Water Efficiency</b></p> <p>Support regional efforts to improve internal water efficiency.</p>   |                                 | Utilities | Support EPA WaterSense program for development and promotion of efficient water application devices.  |           |           |           |         |        |

## Goal R-6: Increase Recycling

|       |   |  |     |  |  |  |  |  |  |
|-------|---|--|-----|--|--|--|--|--|--|
| R-6.1 | <p><b>Increase Recycling Options</b></p> <p>Explore options including working with trash haulers to increase recycling services offered to residents, the business community, and in parks, along trails and in open space areas in order to increase the diversion of waste to the landfill.</p> |  | CMO | Ongoing programs to increase effectiveness and efficiency. The Sustainability Advisory Committee provides guidance on issues and programs. |  |  |  |  |  |
| R-6.2 | <p><b>Recycling Education</b></p> <p>Educate citizens and the business community about the importance of waste reduction, recycling and purchasing products made with renewable materials.</p>  |  | CMO | See R-6.1.   |  |  |  |  |  |

## Goal R-7: Improve Air Quality

|       |  |   |           |   |  |  |  |  |  |
|-------|--|---|-----------|---|--|--|--|--|--|
| R-7.1 | <p><b>Raise Awareness of Transportation Options</b></p> <p>Increase awareness of options such as public transportation, carpooling, bicycling, walking, telecommuting and trip planning.</p> | By 2019, the use of alternate travel modes for commuting to work by Arvada residents will increase from 12% to 15%. | PW CMO    | Citizen Survey will provide data on travel modes.   |  |  |  |  |  |
| R-7.2 | <p><b>Encourage Use of Low Pollution Vehicles</b></p> <p>Increase use of low-pollution vehicles in the City fleet and by the community.</p>  | By 2019, 45% of the City fleet will be capable of using alternative fuel sources.                                   | Utilities | Now at 53% of the fleet able to use alternative fuel sources (biodiesel, ethanol, or are hybrid cars) |  |  |  |  |  |





## PARKS RECREATION AND OPEN SPACE



# ACTION MATRIX

| POLICY NO.  | COMPREHENSIVE PLAN POLICY  | CITY STRATEGIC PLAN 2014 - 2019   | LEAD DEPT | IMPLEMENTATION PROGRAM  | 2015-2017 | 2018-2019 | 2020-2024 | Ongoing | Status |
|---|--|---|-----------|---|-----------|-----------|-----------|---------|--------|
| <b>Goal P-1: Provide strategically placed parks, recreation centers, a well-connected trail system, and preserved open space to serve Arvada residents and visitors</b> |  |   |           |   |           |           |           |         |        |
| P-1.1   | <b>Parks and Open Space Master Plan</b><br>Continue to implement the Parks and Open Space Master Plan, as updated periodically.  |   | PG&H      | The Parks, Trails and Open Space Master Plan was approved in 2016 and ratified as an amendment to the City's Comprehensive Plan. Implementation will be ongoing.  |           |           |           |         |        |
| P-1.2   | <b>Distributed Parks and Facilities</b><br>Equitably distribute and provide convenient access to parks, outdoor recreational facilities, and trails throughout the City. Address enhancing the provision of parks and open space to underserved areas of the City. |   | PG&H      | The 2016 Parks, Trails and Open Space Master Plan included an extensive public outreach and inventory effort identifying park, facility and trail needs and underserved areas throughout the city.  |           |           |           |         |        |
| P-1.3   | <b>Well-Maintained System of Parks and Open Space</b><br>Maintain parks, trails, and open space areas at a high level of quality that is appropriate for the type of use and nature of the facility.   |   | PG&H      | The 2016 Parks, Trails and Open Space Master Plan includes maintenance standards, baselines and performance measures for park maintenance. The City's "take lasting care program" will be continued throughout the park system emphasizing capital maintenance needs in existing parks. |           |           |           |         |        |
| P-1.4   | <b>Coordination with City Pedestrian and Bicycle System</b><br>Coordinate the City's park related paths and off-street trails with sidewalks and bicycle facilities to create an interconnected system.  | 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. | PG&H      | With the approval of the 2016 Parks, Trails and Open Space Master Plan and the Park and Urban Design program, staff is prioritizing and completing cost estimates on major trail projects. The goal is to reach the identified 2019 goal for completion of the trail gap projects.      |           |           |           |         |        |
| P-1.5   | <b>Adequate Funding</b><br>Develop an adequate level of funding for planning, acquiring, developing, enhancing, and maintaining parks, trails, and open space.   |   | PG&H      | See P-1.1, P-1.3 and P-1.4.   |           |           |           |         |        |
| <b>Goal P-2: Provide parks and recreational facilities to meet the recreational needs of Arvada residents and visitors</b>  |  |   |           |   |           |           |           |         |        |
| P-2.1   | <b>Improve Existing Parks</b><br>Improve and expand existing parks throughout Arvada as needed.  |   | PG&H      | The Park and Urban Design program staff works actively utilizing valuable data and recommendations from the 2016 Parks, Trails and Open Space   |           |           |           |         |        |



# ACTION MATRIX

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|--|---|---------------------------------|-----------|--|-----------|-----------|-----------|---------|---|
|  |   |                                 |           | Master Plan, park maintenance staff and ongoing citizen input to prioritize new park projects and improvements to the existing parks system.   |           |           |           |         |   |
| P-2.2  | <b>Park Level of Service for New or Improved Parks</b><br>Promote the park land standards set forth in the Parks, Trails, and Open Space Master Plan for new parks. Park types will include mini-parks, neighborhood parks, community parks, sports complexes, regional parks, and special purpose parks as defined in the master plan. |                                 | PG&H      | The 2016 Parks, Trails and Open Space Master Plan has identified and defined new and existing park types including parkland classifications and standards. The plan identifies underserved areas, trends and benchmarks with comparisons to other cities and recommendations for new levels of service including increased access - "by 2025 locate new parks so that 100 percent of the Arvada households are located no greater than ½ mile from a community, neighborhood, or urban park using the 2016 recommended park service area standards." |           |           |           |         |    |
| P-2.3  | <b>Recreational Programming</b><br>Work with the Apex Recreation District and other partners to expand the offering of activities that support physical activity.   |                                 | PG&H      | The "Wellness" theme in the 2016 Parks, Trails and Open Space Master Plan promotes the activation of the parks emphasizing connectivity and way finding between parks, increasing park recreation opportunities and enhancing partnerships with Apex Park and Recreation District and other partners.  |           |           |           |         |   |
| P-2.4  | <b>Joint Use Agreements</b><br>Pursue Joint Use Agreements with schools and other privately owned buildings and open spaces to provide a variety of publicly available recreation areas, especially in southeast Arvada.  |                                 | PG&H      | The City will continue to work with Apex, Jefferson County Schools and other partners in developing and sustaining joint use agreements to maximize recreational opportunities throughout Arvada with priorities for projects in identified underserved areas such as southeast and east Arvada.   |           |           |           |         |  |
| <b>Goal P-3: Conserve and maintain important open space lands in and around Arvada to help define the character of the community</b> |   |                                 |           |  |           |           |           |         |   |
| P-3.1  | <b>Expanded and Maintained Open Space</b><br>Continue to expand and maintain the open space   |                                 | PG&H      | The section on "Nature" in the 2016 Parks, Trails and Open Space   |           |           |           |         |  |

# ACTION MATRIX



| POLICY NO. | COMPREHENSIVE PLAN POLICY  | CITY STRATEGIC PLAN 2014 - 2019 | LEAD DEPT | IMPLEMENTATION PROGRAM   | 2015-2017 | 2018-2019 | 2020-2024 | Ongoing | Status |
|------------|--|---------------------------------|-----------|--|-----------|-----------|-----------|---------|--------|
|            | system (i.e., park preserves, natural areas, and special resource areas as defined in the Parks, Trails and Open Space Master Plan). |                                 |           | Master Plan reflects the expressed public desire for more and varied types of connected open space areas that are accessible to the public. Areas of potential open space acquisition/preservation are identified and prioritized in the plan. |           |           |           |         |        |

## Goal P-4: Develop parks, trails, and outdoor recreational facilities in an environmentally sensitive manner to help protect and enhance the natural environment

|       |   |  |      |  |  |  |  |  |   |
|-------|---|--|------|--|--|--|--|--|---|
| P-4.1 | <b>Include Natural Features in Parks</b><br>Develop new and existing parks and open space lands that include a wide range of natural features.  |  | PG&H | The 2016 Parks, Trails and Open Space Master Plan identifies the ongoing acquisition and preservation of more and varied types of open space and the preservation of unique habitat and natural features.  |  |  |  |  |  |
| P-4.2 | <b>Natural and Drought-Tolerant Landscape</b><br>Promote and educate the public about the use of xeriscape and "water-wise" landscaping for new parks. The City will also use drought-tolerant landscape materials and convert non-drought tolerant landscape turf wherever possible. |  | PG&H | The City will continue to emphasize the design of drought tolerant landscapes with the goal of conversion of traditional landscapes where possible to native drought tolerant landscapes. The Majestic View Nature Center will continue and expand public education programs stressing the creation and conversion to water conserving landscapes. |  |  |  |  |  |

## PUBLIC SAFETY

### Goal PS-1: Provide police services and facilities to meet the needs of Arvada residents and the business community

|        |  |  |               |  |  |  |  |  |   |
|--------|--|--|---------------|--|--|--|--|--|---|
| PS-1.2 | <b>Future Community Station</b><br>Construct a third Community Station in the Candelas area to serve growth in the western part of the city.                             | 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. | Public Safety | Currently in final planning stages for the community station, with expectation of opening in 2019. |  |  |  |  |  |
| PS-1.3 | <b>Refine and Improve Service Delivery</b><br>Continue the move to decentralized service delivery to better connect public safety services with communities of interest. |  | Public Safety | Ongoing progress and implementation of the decentralized strategy.                                 |  |  |  |  |  |

# ACTION MATRIX

| POLICY NO. | COMPREHENSIVE PLAN POLICY  | CITY STRATEGIC PLAN 2014 - 2019 | LEAD DEPT     | IMPLEMENTATION PROGRAM  | 2015-2017 | 2018-2019 | 2020-2024 | Ongoing | Status |
|------------|--|---------------------------------|---------------|---|-----------|-----------|-----------|---------|--------|
| PS-1.4     | <b>Community Partnerships</b><br>Continue to foster close partnerships with groups in Arvada including but not limited to, business, faith-based and neighborhood organizations, educational institutions, non-profit groups, the Arvada Fire Protection District and emergency medical providers. |                                 | Public Safety | Continue with ongoing outreach and relationships with HOAs and schools, through accommodating community meetings, working with the faith-based community on homeless issues, and working with the Arvada Fire Protection District and Jefferson County Mental Health.   |           |           |           |         |        |
| PS-1.5     | <b>Explore Regionalization of Certain Services</b><br>Continue to explore opportunities to regionalize services. Opportunities will be explored with respect to communications, SWAT, Police Academy and Crime Lab.  |                                 | Public Safety | Several regional facilities are underway such as the regional dispatch center (Jeffcom, with expected opening in 2018), or have been established, such as the crime lab and police academy. A regional SWAT team with Jefferson County and Golden has been established. |           |           |           |         |        |

## UTILITIES AND PUBLIC FACILITIES

### Goal U-1: Ensure that adequate public facilities and utilities are available in the developed areas of the City

|       |  |   |                   |  |  |  |  |  |  |
|-------|--|---|-------------------|--|--|--|--|--|--|
| U-1.1 | <b>Adequate Services and Facilities</b><br>Continue to monitor, assess, and maintain services and infrastructure in all areas and work to improve services and utilities in areas that are underserved.                        |   | PW Utilities      | Ongoing water, sewer, storm water infrastructure replacement and Capital Improvement programs to maintain, replace and improve these systems.  |  |  |  |  |  |
| U-1.2 | <b>High-Quality Public Facilities</b><br>Build high-quality public facilities that add value and permanency to the community.  |   | PW PG&H Utilities | Water, sewer and storm water projects meet the minimum standards established in the Engineering Code of Standards and Specifications. The Standards are reviewed and updated periodically to make use of new technology and methods of construction. |  |  |  |  |  |
|       |  | By 2019, West Woods club house and related facilities are replaced. |                   | The West Woods club house is currently under construction and is on target to meet the completion date in early 2018.  |  |  |  |  |  |
| U-1.3 | <b>Energy Infrastructure and Conservation</b><br>Coordinate with our gas and electric provider Xcel Energy to insure that safe and adequate infrastructure exists for the transmission of energy and that energy is conserved. |   | PW                | Continue coordination with Xcel Energy for planned and new developments.   |  |  |  |  |  |

# ACTION MATRIX

| POLICY NO.  | COMPREHENSIVE PLAN POLICY  | CITY STRATEGIC PLAN 2014 - 2019   | LEAD DEPT | IMPLEMENTATION PROGRAM   | 2015-2017 | 2018-2019 | 2020-2024 | Ongoing | Status |
|---|--|---|-----------|--|-----------|-----------|-----------|---------|--------|
|   |  |   |           |  |           |           |           |         |        |
| <b>Goal U-2: Ensure that adequate public facilities and utilities are available at the time of development, or within a reasonable period, as stipulated by the City, to serve new growth</b> |  |   |           |  |           |           |           |         |        |
| U-2.1   | <b>Timing of Development</b><br>Phase and locate future residential, commercial, and industrial growth in coordination with the City's ability to efficiently provide necessary services and utilities, (i.e., water and sewer, storm sewer, transportation, parks, and public safety).                    | By 2019, the City will have 100% of the water needed for build-out of the City as defined by the Comprehensive Plan.  | CD<br>PW  | Continue to review proposed development with consideration to existing infrastructure and planned improvements.  |           |           |           |         |        |
| <b>Goal U-3: Pursue the wise use of rapidly changing technology to deliver services, serve the public and to promote economic development in Arvada</b>                                       |  |   |           |  |           |           |           |         |        |
| U-3.1   | <b>Technology and the Community</b><br>Continue to explore and incorporate current technology (i.e., Internet, broadband service, and fiber optics) to deliver services and information efficiently to Arvada citizens. Incorporate technology utilities in street construction projects.                  | By 2017, complete a business and technical assessment of existing community broadband services to determine options for providing public and private high speed broadband services throughout Arvada. | IT        | Residential and business surveys have been completed and responses have been analyzed. Reliability was the most important factor for the community, followed by speed and price. The next step is dependent on Council's direction.                                      |           |           |           |         |        |
| U-3.2   | <b>Technology Infrastructure to Promote Business Development</b><br>Promote technology infrastructure development to remain economically competitive with surrounding communities for business development.  |   | IT        | Same implementation program as above, in U-3.1.  |           |           |           |         |        |
| <b>Goal U-4: Ensure an adequate water supply and superior water quality to meet the needs of current and future residents and businesses</b>  |  |   |           |  |           |           |           |         |        |
| U-4.1   | <b>Water Storage</b><br>Continue to explore opportunities to expand water storage to meet the needs of current and future residents and businesses.  | By 2019, the City will have 100% of the water needed for build-out of the City as defined by the Comprehensive Plan.  | Utilities | In 2016, the City finalized two water court cases that added 750 AF to the available water supplies. Land has been purchased for the addition of up to 2,500 AF of reservoir storage. Implementation of infrastructure will be ongoing to meet demands of future growth. |           |           |           |         |        |
| U-4.2   | <b>High Water Quality</b><br>Continue to monitor water quality levels to ensure high water quality.  |   | Utilities | Ongoing water quality sampling and review processes with four dedicated water quality staff members.   |           |           |           |         |        |
| <b>Goal U-5: Ensure that the City is able to fund existing and future service commitments</b>   |  |   |           |  |           |           |           |         |        |
| U-5.1   | <b>Long-term Financial Planning for Capital Investments</b><br>Develop and periodically update a financial plan for the long-term approach for how Arvada will fund capital investments as growth occurs, including consideration of new capital facilities, capital replacement, and capital maintenance. |   | Finance   | The 10-year Capital Improvement Plan is the key document guiding capital and replacement expenditures. Priority projects for 2017-2026 include park facilities and the new Delta Community Station in the northwest part of  |           |           |           |         |        |

# ACTION MATRIX

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|------------|--|---------------------------------|-----------|---|-----------|-----------|-----------|---------|---|
|            |  |                                 |           | city. Annual updates identify any needed modifications to the Capital Improvement Plan.   |           |           |           |         |   |
| U-5.2      | <p><b>Ongoing Review of Financial Tools and Practices</b><br/>Continue to review the City's development finance tools and practices, including use of impact fees, exactions, cost participation, use of Tax Increment Financing and other development cost recovery mechanisms to determine if updates or new tools are required to facilitate the objective of new development paying-its-own-way.</p> |                                 | Finance   | Ongoing programs include urban renewal (with TIF) for redevelopment and rebates and incentives for new commercial projects. The types and levels of incentives are proposed to be reviewed. Impact and other fees will continue to be reviewed annually (water and sewer tap fees) or periodically. |           |           |           |         |  |

## APPENDIX

At the City Council workshop on December 14, 2015 the staff presentation identified a number of higher priority actions which are briefly summarized in the list below. These actions were supported by Council. All these actions and programs are flagged in the Action Matrix as higher priority (i.e., red-colored icons in the “Status” column). A number of these items were related to the update of the Land Development Code, which was initiated in mid-2017. Also, several of these actions and programs were related to the then-current City Council’s strategic results, and these are highlighted in green-colored text. Some of these programs have been completed, are currently underway, or did achieve major milestones or completion in 2016. The Action Matrix provides an update on these projects for 2017.

- Growth and Economic Development:
  - Update to the Land Development Code
  - **Monitor jobs/housing in urban centers and develop strategies to achieve target goals**
  - Gateway and street corridor projects and associated funding
  - Historic preservation outreach
  - Explore becoming a Certified Local Government for local historic preservation
  - Ralston Road Corridor land use plan
  - Economic Development:
    - **Job development in Urban Centers**
    - **Job retention and commercial diversification**
    - Shopping center revitalization
    - **New non-retail jobs and commercial capital investments**
- Multi-Modal Transportation:
  - Level of Service standards for bike and pedestrian facilities
  - **Construct missing sidewalks when funding becomes available**
  - **Construct trail gaps as funds become available**
  - **Complete Bicycle Master Plan**
  - Complete Street policy
  - **Pursue a Transportation Demand Management Program**
  - Work on circulator feasibility study
  - **Complete last mile connection study, prioritize projects and prepare for funding**
  - **Jefferson Parkway implementation**
  - Increase street pavement conditions
  - Work with transportation partners on how to serve seniors and other groups

- Vibrant Communities and Neighborhoods:
  - Neighborhoods and housing
    - Affordable and special needs housing assessment
    - **Establish 3-4 neighborhood groups per year between 2016 and 2019**
    - Expand neighborhood rehabilitation efforts
    - Explore potential Community Volunteer Coordinator position
    - Examine universal design options
    - Increase access to fresh food
  - Education, Arts and Culture
    - Support Red Rocks Community College expansion
    - Create a Cultural Commission
    - **Explore creation of an arts district**
  - Conservation
    - **Increase outreach regarding water conservation**
    - **Increase water conservation on City-owned properties**
    - Increase recycling options
    - **Encourage energy conservation**
  - Parks, Recreation and Open Space
    - Provide new park types in urban areas
    - **Complete trail gaps and connection regional open space**
    - Increase new community agriculture opportunities
    - Promote park, trail and open space system
    - Increase volunteer opportunities
  - Public Safety
    - **Explore creation of Delta Community Station**
    - Enhance regional partnerships
    - Continue work on future Justice Center
  - Utilities and Public Facilities
    - **Develop conduit plan, expand broadband delivery options**
    - **Continue efforts to increase future city water supply**