

City of Arvada **Comprehensive Plan 2014**

IMPLEMENTATION UPDATE 2021

Implementation Update and Action Matrix

The *Arvada Comprehensive Plan 2014* is our shared vision for Arvada for the next 20 years. The Plan was developed through extensive outreach to and input from the community, City staff, and expert consultants over an 18-month period. The 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. To achieve this, the Comprehensive Plan sets goals and policies to guide growth and change. The three 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. The Plan guides long-term civic infrastructure investment and also is used by the development community to determine areas that are suitable for development.

Ensuring the successful implementation of a Comprehensive Plan requires commitment and action. Over the past five 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. Monitoring of these policies and implementation actions is a central element ensuring the continued success of a Plan and provides information on whether Plan policies are being achieved. Measuring progress provides information on where changes may need to be considered, or how important goals are achieved.

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 the *City Council's City Strategic Plan 2020 to 2025*.

Measuring Progress in 2021

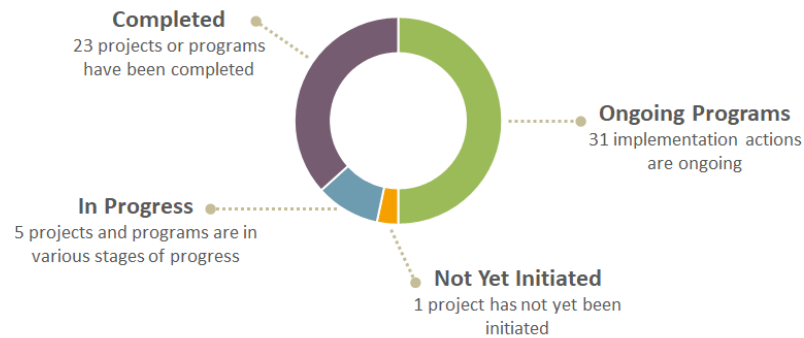
This is the sixth report to City Council describing the progress of implementation actions. It builds on the first update presented to City Council in December, 2015 and subsequent presentations between 2017 and 2020. At the December, 2015 workshop, a number of high priority actions were identified and these high priority actions and programs are identified in the Action Matrix with red-colored icons in the status column. This 2021 implementation update report:

- identifies new projects and programs initiated in 2020 and 2021;
- highlights Department projects completed in 2020 and 2021;
- reflects input from the Comprehensive Plan Oversight Committee; and
- identifies the 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



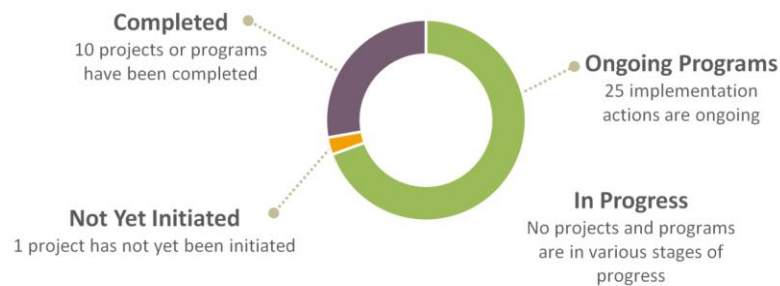
Actions

- Completed and adopted an update to the Land Development Code (LDC) in 2020. This zoning code update and associated remapping of the city implemented multiple policies of the Comprehensive Plan.
- Continued partnership with property owners, businesses and Adams County in the Gold Strike Station TOD area to promote redevelopment.
- Started sub-area planning efforts in 2020.
- Continued with support for businesses and commercial uses, and business attraction efforts including:
 - AEDA* – work with Arvada Resiliency Taskforce to provide support through resources and programs pertaining to COVID_19 economic recovery, mental health resources, and workforce development; new Bear Mountain Accessories facility; and existing LivaNova facility investment supporting job retention.
 - AURA* - Mixed-use developments in the Olde Town TOD area, former Kmart site and former Arvada Square development.

Highlights: Multi-Modal Transportation Plan

SNAPSHOT OF IMPLEMENTATION PROGRAMS

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



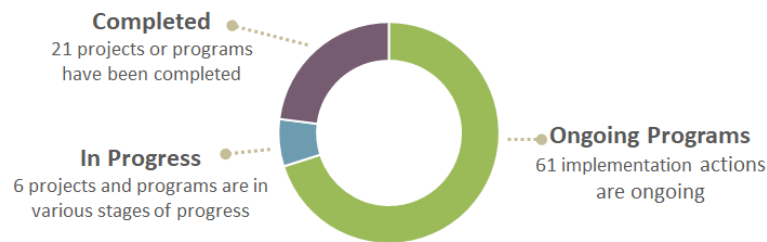
Actions

- Continued with the progress and implementation of the Ralston Road public improvements project that is partially complete with sidewalks, lighting and transit improvements.
- Continued working on TOD parking, TDM and First & Last Mile connectivity to the RTD system. A TDM playbook with strategies for alternate transportation programs has been completed.
- Ongoing programs for sidewalk, bikeway and trail construction projects through capital improvement funds, grant and developer contribution.
- Continue partnership with RTD on the Reimagine RTD Service Optimization Plan.
- State Highway (Indiana) widening at Union Pacific Railroad bridge now part of the DRCOG metro Vision Regional Transportation Plan and positioned for future funding.
- Implemented Olde Town Pedestrian Mall.
- Completed Marshall Street roundabout evaluation at W. 52nd Avenue.

Highlights: Vibrant Community and Neighborhoods

SNAPSHOT OF IMPLEMENTATION PROGRAMS

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



Actions

- Utilized CDBG funds and other resources to continue the Essential Home Repairs Program, Help for Homes program and ongoing support of Section 8 Housing Choice Voucher Program in 2021.
- Continued working with the regional Homeless Navigator Collaborative and hired City homeless navigators and housing navigator.
- Continued pursuit of partnerships for affordable housing programs such as the Foothills Regional Housing owned Allison Village redevelopment project and Legacy Senior Residences development proposal.
- Implemented and organized City waste hauling program.
- Completed Sanitary Sewer Master Plan, Raw Water pump station and Zone 5 pump station. Coal Creek Tank construction is anticipated to be completed and placed into service May 2022.
- Parks and Open Space projects including: park playground replacement and improvements; open space acquisition; trail design; Colorado Front Range Trail alignment feasibility study participation; and construction of four new parks in 2021 and 2022.
- Continue Master Broadband Plan to install fiber in the backbone conduit with 51 miles of the planned 66 miles completed in 2021.
- Updated the 10-year Capital Improvement Plan for 2021 to 2030 time period that focuses on large capital improvements projects including: Ralston Road Phase I and II; 72nd Avenue from Kipling to Swadley; pump station improvements; and implementation of the ADA Master Plan.

Next Steps

The success of the *Arvada Comprehensive Plan* 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 various City departments and partner agencies. The following actions are proposed to continue the successful implementation of the Comprehensive Plan in 2022:

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 in 2021 to review implementation progress and identify any new programs and projects. It is proposed that the Committee continue to meet in 2022.
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 as needed.
3. Continue sub-area planning efforts in strategic focus areas to further implement the Plan in 2022.
4. Next Implementation Update. The next annual progress update is to be presented to City Council at the end of 2022 or early 2023.
5. Begin development of the next Comprehensive Plan in 2023.

ARVADA COMPREHENSIVE PLAN (2014) Action Matrix

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 are planned to 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
AACC	Arvada Arts and Culture Commission
AEDA	Arvada Economic Development Association
AURA	Arvada Urban Renewal Authority
CED	Community & Economic Development
CDBG	Community Development Block Grant
CDOT	Colorado Department of Transportation
CHAC	Colorado Housing Assistance Corporation
CHFA	Colorado Housing and Finance Authority
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
JCHA	Jefferson County Housing Authority
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
VCN	Vibrant Communities & Neighborhood

ACTION MATRIX					2015 -2017	2018-2019	2020 -2024	Ongoing	Status
POLICY NO.	COMPREHENSIVE PLAN POLICY	CITY STRATEGIC PLAN 2020-2025	LEAD DEP'T	IMPLEMENTATION PROGRAM	Timeframe				
GROWTH AND ECONOMIC DEVELOPMENT									
LAND USE AND REDEVELOPMENT									
Goal L-1: Coordinate Arvada’s planning internally and with that of adjacent jurisdictions and the Denver Regional Council of Governments									
L-1.1	Coordination with Regional Planning Coordinate with DRCOG on implementing the Metro Vision Plan and regional initiatives, with emphasis on encouraging employment and housing in urban centers.		CED	Monitoring program to track residential permits in urban centers and corridors was created.					✓
			AEDA	Over 3,800 jobs have been created in urban centers and corridors. AEDA is monitoring new jobs being created.					➔
L-1.2	Coordination with Local Planning Coordinate City’s plans with adjacent cities and counties.		CED	Continue with ongoing inter-jurisdictional coordination as plans are updated or developed.					➔
L-1.3	Coordination of Internal Plans Ensure consistency of departmental plans with the Comprehensive Plan and Council Strategic Plan.		CED	Continue with ongoing review and coordination for plans to ensure consistency with Comprehensive Plan and Council Strategic Plan.					➔
Goal L-2: Plan for a balanced mix of commercial and residential land uses in Arvada									
L-2.1	Complete Community 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.		CED	Encourage and monitor the housing mix in new developments. New residential units mapped and tracked.					➔
				Identify affordable housing policies for creation of affordable and workforce housing, particularly for areas close to transit. Supportive opportunities were evaluated through the updated LDC in 2020.					✓
L-2.2	Allow Appropriate Expansions of City Boundaries Consider annexation of land that includes land uses consistent with Plan goals, needs of community and city’s service capacity.		CED	Continue with ongoing evaluation of annexations, as warranted.					➔
Goal L-3: Encourage development of transit-supportive, higher-density, mixed-use, pedestrian-oriented areas									
L-3.1	Designated Mixed-Use Areas Focus and support mixed-use development in 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.		CED	New mixed-use zoning districts and development standards incorporated into the updated LDC adopted in 2020. Rezone single-use areas to mixed-use zoning to reflect the designations in the Comprehensive Plan and					✓

ACTION MATRIX					2015-2017	2018-2019	2020-2024	Ongoing	Status
POLICY NO.	COMPREHENSIVE PLAN POLICY	CITY STRATEGIC PLAN 2020-2025	LEAD DEP'T	IMPLEMENTATION PROGRAM					
				DRCOG Urban Centers.					
			AURA CED AEDA	Continue to market and advocate for TOD and mixed-use opportunities to developers.					
L-3.2	Criteria for New and Redeveloping Mixed-Use Areas Mixed-use areas should be located in urban centers or designated corridors and should create or demonstrate specific characteristics.		CED	Perform design reviews to ensure new or infill development in mixed-use areas is consistent with the Comprehensive Plan.					
				Amend the LDC and zoning map to include mixed-use zoning districts and development standards as part of the LDC update adopted in 2020.					
Goal L-4: Promote mixed-use, transit-oriented development									
L-4.1	Transit-Oriented Development (TOD) 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.		CED	Promote and support development at TOD opportunity sites and ensure regulatory barriers are eliminated through the updated LDC adopted in 2020.					
			PW	Completed the study for pedestrian/vehicular site access improvements at Arvada Ridge TOD. Next step is implementation, depending on funding.					
L-4.2	Community Involvement in Transit-Oriented Design Involve residents and stakeholders in the planning and design of transit sites.		CED	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									
L-5.1	Targeted Redevelopment Areas Plan for and promote redevelopment in targeted redevelopment areas, including Modified Jefferson Center, Northwest Arvada, Olde Town Station, Ralston Fields and Village Commons.		AURA AEDA	Many projects have been completed, but projects underway include Olde Town TOD project, and Ralston Creek mixed-use project.					
L-5.2	Future Redevelopment Plans Monitor economic vitality of key commercial economic areas and prepare plans promoting redevelopment, as needed.		AEDA AURA CED	Monitor key factors to assess whether action to assist redevelopment is needed. An Urban Land Institute Technical Advisory Panel provided a report on the Wadsworth Corridor between I-70 and Grandview completed in					

ACTION MATRIX					2015-2017	2018-2019	2020-2024	Ongoing	Status
POLICY NO.	COMPREHENSIVE PLAN POLICY	CITY STRATEGIC PLAN 2020-2025	LEAD DEPT	IMPLEMENTATION PROGRAM					
				2019.					
L-5. 3	Regulatory Climate to Encourage Redevelopment and Infill Provide incentives where appropriate and provide positive regulatory climate to encourage infill redevelopment.	By 2022, 85% of development customers rate the review process as "good" and/or "excellent".	AEDA AURA CED	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 through the adoption of the updated LDC in 2020.					✓
L-5. 4	Funding for Redevelopment Seek funding from the private and public sectors for investment in redevelopment areas.		AEDA AURA CED	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	New Commercial and Employment Development Promote and support commercial/employment development by recruiting primary jobs and increasing range of products and services for citizens.	By 2025, fully align the City's economic development efforts to the community's vision expressed in the Community Survey and Business Survey.	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: - Over 3,800 jobs created as of December, 2021 in urban centers and corridors 874 new non-retail jobs created as of December, 2021 \$828,295,713 in private sector capital investments as of December 31, 2021					→
ED-1.2	Existing Business Retention 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	Land for Employment Uses Retain land in strategic, transit supportive areas for new employment centers.		AEDA CED	AEDA continues to attract businesses to Arvada and has a performance measure to facilitate 75 development projects per year. AEDA completed a Wadsworth					→

ACTION MATRIX						2015-2017	2018-2019	2020-2024	Ongoing	Status
POLICY NO.	COMPREHENSIVE PLAN POLICY	CITY STRATEGIC PLAN 2020-2025	LEAD DEP'T	IMPLEMENTATION PROGRAM						
				Corridor Retail and Candelas Retail Study.						
				Plan for redevelopment in major corridors, such as Wadsworth and Sheridan, and in the 60 th & Sheridan Arvada Gold Strike Station area. The LDC and zoning map were updated to support mixed-use development in 2020.						✓
				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	Commercial Development in "Centers" Plan for commercial development at major intersections. Discourage/limit strip commercial development along arterial roadways.		CED AEDA	Encourage market-driven commercial and mixed-use development.						➔
ED-3.2	Neighborhood and Community Commercial Centers Plan for centers compatible with adjacent residential areas.	By 2023, encourage development of pocket neighborhoods.	CED AEDA	Provide appropriate zoning for the Ralston Road corridor through the updated LDC adopted in 2020.						✓
				Develop a market study for Indiana and Highway 72 in Northwest Arvada to give clear direction on location of neighborhood and community commercial. • Amended zoning through updated LDC in 2020. • Sub-area planning efforts started in 2020.						🕒
ED-3.3	Commercial Diversification Recruit hotels, hospitals, medical facilities, etc. not currently in Arvada.	By 2021, have a plan in place to build a hospital in Arvada.	AEDA	Continue the existing programs.						➔
Goal ED-4: Redevelop and revitalize existing commercial and industrial areas.										
ED-4.1	Promote Redevelopment of Underutilized Commercial Areas Promote, through incentives and infrastructure investment, new development and reinvestment in designated "redevelopment areas" to retain or attract businesses, retail, office and housing.		AEDA AURA	Refer to L-5.1 and L-5.2.						➔

ACTION MATRIX					2015-2017	2018-2019	2020-2024	Ongoing	Status
POLICY NO.	COMPREHENSIVE PLAN POLICY	CITY STRATEGIC PLAN 2020-2025	LEAD DEP'T	IMPLEMENTATION PROGRAM					
ED-4.2	Olde Town Redevelopment and Historic Preservation 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 AURA CED	Completed the Olde Town Retail and Vibrancy Study.					✓
			AEDA AURA CED	Actions to continue to promote Olde Town's economic vitality are: • Implement the recommendations of the Olde Town Retail and Vibrancy Study. • Continue the implementation of the TOD Framework Plan by increasing employment in Olde Town area. Encourage developers to provide office uses in Olde Town. • Develop strategy to promote balanced mix of retail uses that continue to contribute to the character and vibrancy of Olde Town.					→
ED-4.3	Southeast Arvada Redevelopment Identify redevelopment and revitalization opportunities in Southeast Arvada and potential employment development around Arvada Sheridan/Gold Strike station.		AEDA	Build on 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. • In 2020 and 2021, Arvada partnered with Adams County and property owners to promote redevelopment in the area.					✓
ED-4.4	Maintain Health of Existing Commercial Centers 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	Strengthen and Diversify the City's Tax Base 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									

ACTION MATRIX					2015-2017	2018-2019	2020-2024	Ongoing	Status
POLICY NO.	COMPREHENSIVE PLAN POLICY	CITY STRATEGIC PLAN 2020-2025	LEAD DEPT	IMPLEMENTATION PROGRAM					
Goal CC-1: Plan Arvada as a City of different development character districts									
CC-1.1	Variety of Development Types Include a variety of development types ranging from rural areas to mixed-use communities with services, employment and higher density housing.	By 2023, encourage development of pocket neighborhoods.	CED	Perform design reviews to ensure new and infill development is consistent with the Land Use Plan and appropriate Design Principles.					
CC-1.2	Promote Integration within Districts through Design Promote sense of place through context-sensitive design for new development.		CED	Review and amend the LDC to include zoning and development standards that reflect and promote a sense of place and context-sensitive design. Updated LDC adopted in 2020.					
CC-1.3	Compatible Infill Encourage infill that is compatible with scale and character of existing neighborhoods.		CED	Review strategies and standards and amend the LDC to support compatible infill and redevelopment, reflecting designations in the Comprehensive Plan. Implemented through the LDC update adopted in 2020.					
CC-1.4	Work with Stakeholders Work with stakeholders, developers and the community to integrate development projects that enrich the district's character.		CED	Evaluate whether revisions are needed to LDC to emphasize or expand stakeholder/community involvement in project review. Updated LDC adopted in 2020.					
Goal CC-2: Establish and maintain Arvada's distinct qualities and small-town identity									
CC-2.1	High Quality Design for Public Places Promote high quality design and landscape of public places and civic buildings.		CED	Continue to promote and implement quality design for public places and civic buildings from project initiation through development review.					
CC-2.2	High Quality Private Development Promote high quality architecture, site planning, landscaping, signage, and lighting for new developments.		CED	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	City Gateways Provide and maintain attractive City gateways.		PG&H	The Arterial Streetscape Plan, which included City Gateways and which was presented at a City Council Workshop in August 2015, is complete.					
Goal CC-3: Identify places and assets that are unique and important to the community and work to preserve them									
CC-3.1	Attractive Street Corridors Identify, plan and maintain attractive streets and		PW	Implement the Ralston Road public improvements project. Part of the					

ACTION MATRIX					2015-2017	2018-2019	2020-2024	Ongoing	Status
POLICY NO.	COMPREHENSIVE PLAN POLICY	CITY STRATEGIC PLAN 2020-2025	LEAD DEP'T	IMPLEMENTATION PROGRAM					
	corridors to preserve local character.			project (grant funded) has completed ROW acquisition, design and starting construction with utility relocates. The rest of the project through bond funding is in progress and will start in 2020 and anticipated to be completed in 2024.					
			CED	Identify zoning and other elements to address local character and redevelopment opportunities of the Ralston Road and Wadsworth Boulevard corridors through the updated LDC in 2020.					✓
			PG&H	Refer to the note on Gateways (CC-2.3).					✓
CC-3.2	View Corridors Identify and maintain appropriate view corridors from public streets and other public places as new development occurs.		CED	The LDC update adopted in 2020 evaluated the need for appropriate view corridors from public streets and other public places.					✓
CC-3.3	Transitions for Stable Rural Development Preserve the integrity and character of stable rural development by requiring new development to meet the four principles identified in the Plan.		CED	Require new developments to meet the design principles for Stable Rural Developments in the Plan.					➔
				Considered amendments to the LDC to include design standards for new developments adjacent to Stable Rural Developments. The updated LDC was completed in 2020.					✓
CC-3.4	Low Density Areas 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).		CED	Reviewed and amended zone districts through the updated LDC in 2020 to include standards to address the character in Low Density areas.					✓
CC-3.5	Lower Densities toward the Mountains 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.		CED	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.					➔

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POLICY NO.	COMPREHENSIVE PLAN POLICY	CITY STRATEGIC PLAN 2020-2025	LEAD DEPT	IMPLEMENTATION PROGRAM					
CC-3.6	Residential Cluster Development in Low Density Residential Areas Encourage clustered development near rural enclaves and sensitive natural resources.		CED	Review and amend the LDC to support cluster development in designated Low Density Residential areas. LDC updated in 2020.					
Goal CC-4: Preserve historic resources and expand preservation education and awareness in Arvada and Olde Town									
CC-4.1	Historic Preservation Expand outreach and promotion of the City's historic preservation efforts.		CED	Implement new outreach approaches and education programs to promote historic preservation efforts.					
			CED	Completed the Reno Park Design Guidelines in 2017 to preserve the historic character of the neighborhood.					
CC-4.2	Historic Preservation Partners Continue partnerships with the historic preservation community to enhance the resources and awareness of preservation organizations.		CED	Work closely with the historic preservation community to regularly promote awareness of preservation organizations and actions, and funding opportunities.					
CC-4.3	Renaissance Action Plan Continue implementation of the Olde Town Renaissance Action Plan.		CED	This Renaissance plan is obsolete and other efforts have supplanted it (e.g., Arvada Transit Station Framework Plan, Olde Town Design Guidelines, and Olde Town Station Urban Renewal Area). This policy is now complete.					
CC-4.4	Olde Town Design Guidelines Utilize the Olde Town Design Guidelines for evaluating development or renovation proposals.		CED	Continue regular design reviews to ensure new and infill development is consistent with the Olde Town Design Guidelines.					
CC-4.5	Local Preservation Efforts Explore expansion of historic resources, districts and preservation programs, including: - Consider becoming a Certified Local Government - Develop a process to identify new districts and resources and designate local historic districts and landmarks - Inventory historic resources and sites - Develop design guidelines for other historic districts and resources.	By 2021, complete a History Master Plan (VCN)	CED PG&H	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.					
				Completed design guidelines for the Reno Park neighborhood in 2017.					
				Prepare design guidelines for the neighborhoods of Stocke Walter					

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POLICY NO.	COMPREHENSIVE PLAN POLICY	CITY STRATEGIC PLAN 2020-2025	LEAD DEPT	IMPLEMENTATION PROGRAM					
				and Alta Vista.					
				Pursue funding for historic preservation and initiate a mini grant and loan program for historic buildings.					➔

ACTION MATRIX					2015-2017	2018-2019	2020-2024	Ongoing	Status
POLICY NO.	COMPREHENSIVE PLAN POLICY	CITY STRATEGIC PLAN 2020-2025	LEAD DEPT	IMPLEMENTATION PROGRAM					
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	Multi-modal Level of Service Establish automobile, bicycle and pedestrian level of service standards for all street types and incorporate in street development, improvement and maintenance.		PW	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.					
T-1.2	Pedestrian-Friendly City 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.		PW	- 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. - 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. - Five RRFB (Rectangular Rapid Flashing Beacon) projects have been completed to date and six others are under evaluation					
T-1.3	Accommodate Bicyclists Incorporate a complete street and trail system for all types of bicyclists throughout the city.		PW	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. Municipal Code has been					

ACTION MATRIX					2015-2017	2018-2019	2020-2024	Ongoing	Status
POLICY NO.	COMPREHENSIVE PLAN POLICY	CITY STRATEGIC PLAN 2020-2025	LEAD DEPT	IMPLEMENTATION PROGRAM					
				updated for e-bikes and e-scooters on trails and streets. Three major trail/bikeway projects are under design and construction.					
T-1.4	Gold Line and Other FasTracks Integration Work with RTD on the planning and integration of the G Line with the surrounding transportation system. Identify opportunities for new circulator bus service and new bus service connections for the commuter rail and US 36 BRT stations.	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.	PW	- Staff obtained a "next steps" grant and completed a study of station access plans from multiple jurisdictions. The study and 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. - Staff is working on parking data collection and seeking opportunities for TOD parking, Travel Demand Management (TDM), and First & Last Mile connectivity to the RTD system. - The City has developed a permitting system to allow for micromobility as first and last mile solution to transit.					→
T-1.5	Transit Enhancements 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. The City has worked with RTD on the Reimagine RTD Service Optimization Plan. In doing so, the City is proposing changes to fixed routes and on-demand services.					✓
T-1.6	Arterial and Collector Street Connections 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.					→

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T-1.7	Alternative Transportation Programs 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. • The City has completed a Travel Demand Management (TDM) playbook that includes strategies for alternative transportation programs.					➔
T-1.8	Accommodate Transportation Disadvantaged Maintain a transportation system to serve mobility challenged residents. Coordinate with RTD and others on transit accessibility and adhere to ADA requirements.		PW	• 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. • Continue the ongoing maintenance and installation program for ADA ramps.					➔
Goal T-2: Strengthen the linkage between land use and transportation in Arvada									
T-2.1	Jointly Consider Land Use and Transportation Implication 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., G Line and US 36 Corridor).		CED PW	Consider additional standards in the LDC and Engineering Standards to address the relationship between transportation and land use. This is occurring in the updated LDC and through development of a Transportation Manual that supplements Engineering Standards.					✓
T-2.2	Land Use Patterns to Support Transit Plan for higher density (residential and employment) and mix of uses around transit stations and corridors.		CED AEDA	CED and AEDA to continue to promote employment in TOD areas.					➔
T-2.3	The Last Mile 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. • The City has developed a permitting system to allow for micromobility as first and last mile solution to transit.					➔

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T-2.4	Street Connectivity 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.					
			CED	Amended the LDC to require street connectivity in new developments and redevelopments (i.e., minimum block sizes, street types, connections to adjacent neighborhoods, etc.) in 2020.					
T-2.5	Travel Demand Management Develop strategies to increase the use of alternative travel modes for commuting trips, including: 1. Bicycle/Pedestrian - System development, bike parking, and bike/transit integration 2. Infrastructure - Integration with FasTracks corridors, shuttles, and on-call transit services 3. Planning - Mixed use, clustered, and transit oriented development and parking management 4. Policies - Alternative mode encouragement, transit vehicle prioritization, and reallocation of rights-of-way to sidewalks and bikeways.		PW CED (for #3)	- Ongoing programs for sidewalk, bikeway and trail construction projects through capital improvement funds, grants and required developer contribution are underway. - Staff has been working with DRCOG and RTD on commuter solutions for areas not currently served by RTD buses. - Ongoing programs to encourage higher density and mixed-use at TOD and along major road corridors - Ongoing programs to encourage alternate modes, and consider revisions to the LDC. The updated LDC incorporated alternative mode strategies. - The City has completed a Travel Demand Management (TDM) playbook that includes strategies for alternative transportation programs.					
T-2.6	Station Parking Management Partner with RTD to provide efficient and sustainable transit patron parking at G Line stations.		PW	Construction of the Olde Town Station parking structure has been completed. A memorandum of understanding was completed between PD, CMO and RTD with the goal of a shared parking management plan to be implemented in the first year of G-Line operations. An IGA has been established in 2020.					

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				The City of Arvada is actively managing parking in the Olde Town Station and monitoring parking in other stations.						
Goal T-3: Identify and implement traffic solutions to reduce and manage traffic congestion arterial streets										
T-3.1	Multi-modal Evolution 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. A Transportation Master Plan identifying priorities for transportation improvements is underway.						→
T-3.2	Traffic Solutions to Reduce Congestion Evaluation of arterial street widening's and construction of missing segments and other measures to help reduce traffic congestion.		PW	Refer to T-1.6						→
T-3.3	Consider Regional Traffic 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	Coordinated Regional Transportation Effort Coordinate with RTD, surrounding cities, DRCOG and CED OT to reduce traffic congestion in Arvada.		PW	Ongoing coordination with RTD, DRCOG, CDOT and neighboring cities. Monthly briefs for elected officials at regional forums is provided to strengthen to coordination with regional transportation efforts.						→
T-3.5	Jefferson Parkway Work with the Jefferson Parkway Public Highway Authority to construct the Jefferson Parkway. Encourage commercial/industrial employment at major interchanges.		CMO	Environmental reviews and public outreach have been completed in 2017 as well as permitting and feasibility analysis.						✓
				Project development, procurement and contract negotiation phase completed.						✓
				Construction and opening of the parkway.						○
T-3.6	Freight 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.						✓

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Goal T-4: Develop the transportation system in a manner that maintains the quality of life for residents and visitors									
T-4.1	Neighborhood Safety and Traffic Mitigation Evaluate impacts of cut-through traffic and traffic speed in neighborhoods and identify mitigation measures where needed.	By 2021, obtain the safest city designation according to the National Incident-Based Reporting System (NIBRS).	PW Public Safety	The City of Arvada has initiated a traffic calming pilot program for neighborhood safety as traffic mitigation.					
T-4.2	Arterial and Collector Street System Provide arterial and collector street network that excludes "through" traffic on local neighborhood streets.		PW	Continue to implement connections, widening's and operational improvements identified in Future Roadway Improvement Needs. • The Traffic Division has developed an asset management system for arterial and collector streets. This system is intended to keep regional traffic on regional roadways and local traffic on local streets.					
T-4.3	Bicycle and Pedestrian Functionality 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	Work with Neighborhoods 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 CMO	Ongoing communication with neighborhoods and residents prior to and during projects. CMO presented to the Neighborhood Leader Network in August, 2018 about "Two Big Projects, No New Taxes" to get their feedback on the proposed project and help them be advocates in their communities. Continue the Neighborhood Leader Network through quarterly meetings. • Public Works is working with CMO staff on identifying special events and educational opportunities for public outreach.					
T-4.5	Air Quality City will consider the impacts that transportation		PW	The City will work with the Regional Air Quality Council, DRCOG and the					

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	decisions have on ozone-forming emissions and other pollutants in making transportation investments.			State to ensure that City policies are aligned with the air quality policies of the regional entities.					
T-4.6	Address Barriers to Transportation 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, the City is proceeding with Ralston Road and W 72nd Ave projects to implement nearly \$80M in infrastructure improvements to reduce barriers to transportation on major roadway corridors, and spending nearly \$12M in CIP and HSIP intersection improvements to address transportation barriers.					→
T-4.7	Improve Street Pavement Conditions Increase the percentage of street pavement conditions that are rated "Fair" or better.	By 2021, complete and implement a Street Maintenance Master Plan. By 2023, provide financial options for City Council in order to eliminate the street maintenance deficit.	PW	Ongoing street pavement program dependent on funding for implementation. • The City has updated the measuring system known as Pavement Condition Index (PCI) to Pavement Quality Index (PQI) and adopted new software to improve the quality of the pavement condition.					→
Goal T-5: Develop safe and comprehensive multi-purpose bicycle, trail, and pedestrian systems									
T-5.1	Bike System Implement bicycle network to provide access to schools, parks, shopping areas, and employment centers as identified in the Bicycle and Trail Master Plan.		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. For no-cost improvements, staff has implemented Bike Master Plan projects through roadway resurfacing projects and redevelopment projects.					→
T-5.2	Safe and Connected Bicycle and Pedestrian		PW	See T-4.3 and T-5.1.					→

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	System 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.								
T-5.3	Traffic Interface 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. • A Transportation Master Plan identifying priorities for transportation improvements is underway. • The City has installed a fiber backbone to connect signals and add intelligent transportation systems that monitor operational conditions.					→
T-5.4	Bike System Information Provide information to the public on the bike network.		PW PG&H	A suite of interactive webmaps are available on the City's website. Printed maps from the late-2015 issue are still in stock and being distributed until the supply is exhausted. A MUTCD compliant sign program is being implemented with projects that complete bikeways, connecting destinations.					✓
T-5.5	Coordinated Regional Efforts 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	Preserve Access to Water Bodies Encourage new developments to preserve public access to major water bodies.		CED	Evaluated policy and made revisions as needed through the updated LDC in 2020.					✓

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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	Range of Residential Categories 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.		CED	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	Site Planning to Promote Variety Encourage new neighborhoods to incorporate a mix of lot sizes, development densities and housing types and styles.		CED	Review and revise the LDC to permit a mix of housing types and lot sizes in new developments and redevelopment areas through the LDC update in 2020.						✓
N-1.3	Live-Work Units 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.		CED	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 updated in 2020.						✓
Goal N-2: Encourage development of workforce or assisted housing throughout Arvada										
N-2.1	Dispersed Workforce or Assisted Housing Require a range of new workforce or assisted housing appropriately dispersed throughout the city and integrated with new, existing and redeveloping neighborhoods.	By 2022, implement a tool kit of housing mix and style plans to improve access to quality housing affordable for a broad range of income levels.	CMO CED AURA	Completed an overview and evaluation of strategies for the creation of affordable and workforce housing throughout the city. Workshops were conducted with City Council in 2016.						✓
				Completed the mapping of potential sites for attainable housing as part of the Hometown Colorado Initiative. This information has been distributed to housing developers.						✓
				Consider the inclusion of workforce and affordable housing incentives and policies for new, infill and TOD development as part of updated LDC in 2020.						✓
N-2.2	Disperse Low-Income Assisted Housing and Improve Southeast Arvada Housing Discourage development of additional low-income	See N-2.1	CMO	Continue to use CDBG grant funds, incentives and other financing tools						

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	assisted housing in Southeast Arvada. Utilize incentives and other programs to improve the condition of existing housing stock in Southeast Arvada.			to improve the quality of existing housing in southeast Arvada. In 2021, CDBG funds and other resources were utilized to continue the Essential Home Repairs Program, to continue the Help for Homes program, and to continue the collaboration with partners for the Safe and Accessible Arvada Program.					→
N-2.3	Continue Support of Section 8 Housing Choice Voucher Program City will support Arvada Housing Authority for funding housing programs.	See N-2.1	CMO	Continue with ongoing support of federally funded housing programs (Section 8 housing choice voucher program). In 2021, the City was successful in utilizing 39 additional vouchers through the HUD Mainstream Program.					→
N-2.4	Exploring Creation of Additional Financial Assistance for Affordable Housing 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, and Low Income Housing Tax Credit program).	See N-2.1	CMO	Completed a City Housing Assessment to understand the characteristics of housing and related data and need for affordable housing in Arvada and examine and recommend a mosaic of potential tools to preserve and produce affordable housing for examination for implementation.					✓
N-2.5	Homeownership Promote the development of affordable owner-occupied housing for moderate income and first time homebuyers, and offer a range of housing types.	See N-2.1	CMO CED	Arvada Housing Authority executed an agreement with Habitat for Humanity to develop attainable homeownership housing on recently acquired vacant surplus land from the Utilities Division. New housing types to increase affordability such as cottage housing, micro housing and tiny houses incorporated into the updated LDC in 2020.					→
N-2.6	Mixed Income Projects Promote the development of mixed-income projects that combine market rate housing with affordable housing	See N-2.1	CED AURA	Develop a City Housing Strategy to understand the characteristics of housing and related data and need for affordable housing in Arvada and examine and recommend a mosaic of potential tools to preserve and produce affordable housing for examination for					→

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				implementation.					
				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 the updated LDC adopted in 2020.					
N-2.7	Transit Stations Encourage workforce housing near transit stations where appropriate.	See N-2.1	AURA CED	Actively promote workforce housing near transit stations and include in AURA projects. A redevelopment effort was continued in 2019 for the JCHA-owned Allison Village close to the Olde Town station. The City provided its 2019 PAB allocation to JCHA for this purpose.					
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									
N-3.1	Neighborhood Focus Areas Work with residents to designate “neighborhood focus areas” for older neighborhoods and develop improvement plans and funding approaches to stabilize and improve conditions.		CMO	Develop neighborhood improvement plans with 2 to 4 neighborhoods a year that identify “neighborhood focus areas” and funding for improvements and projects. Partnering with neighborhood groups to create permanent community amenities through neighborhood grant program and continue to grant awards for Neighbors Connected groups in 2021 as part of an effort to improve neighborhood focus areas.					
N-3.2	Improve Infrastructure in Older Neighborhoods 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 PW	123 neighborhood groups have enrolled in Neighbors Connected since its launch. Their Neighborhood Leader Network meets quarterly to hear from guest speakers and learn about resources to build the capacity of their					

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				neighborhood groups. Once established, these groups are encouraged to identify neighborhood improvement projects and seek funding from the City.					
N-3.3	Neighborhood Engagement and Organization Foster the creation of neighborhood groups. Support neighborhoods in developing plans and improvements for their neighborhoods.	By 2025, 50% of neighborhoods complete a project or initiative that reshapes or activates shared neighborhood spaces.	CMO	Completed second year of Neighbors Connected program and guiding neighborhood groups through grant projects and social activities.					✓
N-3.4	Programs to Improve Existing Housing Stock 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).		CMO	Continue to use CDBG grant funds, incentives and other financing tools to improve the quality of existing housing in southeast Arvada. In 2021, CDBG funds and other resources were utilized to continue the Essential Home Repairs Program, to continue the Help for Homes program, and to continue the collaboration with partners for the Safe and Accessible Arvada Program. See N-2.2.					→
N-3.5	Retaining and Maintaining Existing Workforce and Assisted Housing Develop programs to retain existing affordable and assisted housing, especially near transit stations. If such housing is lost due to future projects, pursue replacement housing as feasible.		CMO AURA	A redevelopment effort is under construction in 2021 for the Foothills Regional Housing (previous JCHA)-owned Allison Village close to the Olde Town station. Continue to pursue partnerships for the acquisition of existing affordable housing, monitor demolitions and replace lost affordable housing. Partners can include private developers and Foothills Regional Housing.					→
N-3.6	Code Enforcement Monitor neighborhood blight conditions and encourage compliance and enforce code violations.		Public Safety	Code enforcement moved and programmed into the Police Department. Continue integrating the program into the Department policing strategy and working with the neighborhoods and community with code inspections and					→

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				enforcement aimed at stabilizing and/or improving neighborhoods.					
Goal N-4: Provide opportunities for special needs and senior housing in Arvada									
N-4.1	Special Needs Housing 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.		CED	Update to the LDC should clarify definitions for a range of housing types, and also update any requirements for group housing, etc. LDC updated in 2020.					✓
N-4.2	Address Neighborhood Concerns Require special needs and senior housing developments in residential areas consider the concerns of neighborhoods and address any concerns about compatibility.		CED CMO	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 updated in 2020.					✓
N-4.3	Higher Density Special Needs Housing Near Services and Transit 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.		CED CMO	Review and amend the LDC to focus higher density senior housing and special needs projects close to activity centers, transit and corridors. LDC updated in 2020.					✓
			AURA	Consider the adoption of senior and special needs housing incentives and policies for new and infill development.					🔄
N-4.4	Universal Design Explore how to include universal and accessible design principles in new development projects.		CED	Review and amend the LDC to include universal design principles, where appropriate, and develop design guidelines and possible incentives for implementation. LDC updated in 2020.					✓
N-4.5	Affordable Senior Housing 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 incentives, reduce parking requirements).	By 2022, implement a tool kit of housing mix and style plans to improve access to quality housing affordable for a broad range of income levels.	CMO AURA	- Review and amend the LDC to ensure senior housing and special needs projects are permitted in appropriate zoning districts. LDC updated in 2020. - Identify location, incentives or other financial tools to assist developers, and market housing opportunity sites to developers. - Proposal to develop a 72 unit affordable assisted project titled as Legacy Senior Residences at 5410 and 5430 W 64th Avenue					➔

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				under the LIHTC Program in Arvada. The City of Arvada and the Arvada Housing Authority are working with the developer to bring this project under development including participation as a Special Limited Partner in the project and fashioning a financial support package for the project.					
Goal N-5: Enable access to fresh, healthy food for all citizens through collaborative approaches.									
N-5.1	Production and Distribution 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 the future.					→
			CED	Additional uses/standards for food production and sale were considered and incorporated into the updated LDC in 2020.					✓
N-5.2	Walkable Access Identify neighborhoods without walkable access to healthy foods and work with partners to improve access.		CMO 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	Distributed Educational Facilities 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 R-1 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	Educational Partners 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 R-1 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	Red Rocks Community College		CED	Continue the partnership with Red					✓

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	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.		PW	Rocks Community College by providing easy access to the Arvada Ridge station and multi-modal access to the college. The construction of new housing and the connection between the college and the station has been completed.					
Goal E-2: Facilitate development of human resources									
E-2.1	Human Services 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 (community) police stations, senior housing, neighborhood community centers, medical facilities, as well as hospice and day-care facilities.	By March 2021, Public Safety will implement a community engagement and education plan.	CMO Public Safety	Implementation of CORE program in 2018/2019 and further define the regional efforts and community roles to improve and measure the impacts of the program during 2020 to 2024. Continue addressing homelessness with programs such as the CORE Team and Jefferson County homeless navigator to confront and address issues associated with homelessness. Continue School Resource Officers in all schools to focus on youth engagement, outreach, enforcement and safety in the buildings. Investigations Bureau Senior Liaison Detective to focus on elder abuse cases and educating the senior population on elder scams.					→
E-2.2	Active Volunteers Program 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.		CMO	Residents are encouraged to volunteer through Snow Buddies, and the Neighbors Connected program.					→
Goal E-3: Leverage Arvada's cultural, recreational and educational assets for new economic opportunities.									
E-3.1	Broad Range of Cultural Arts and Facilities 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.		AC	Ongoing programs to provide services.					→

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E-3.2	Distributed Cultural Facilities Plan for and locate cultural facilities, such as places of worship, community facilities, and a living heritage museum, throughout the City.		AC	Ongoing programs to provide services.					➔
E-3.3	Public Art Support and promote public art.		CMO	In 2019, the AACC contracted with AMPA to restore the Dirt Wall, and Pacific Coast Conservation to conduct an arts assessment and maintenance report on city-owned art collection. VCN continued the partnership with Art Drop Arvada to conduct monthly Park art drops to bring public art into the neighborhoods.					➔
E-3.4	Festivals and Events Encourage and promote festivals and events that celebrate Arvada's heritage and culture.		PG&H	Increase events and diversify event locations to additional sites throughout the City through 2025. "Winterfest" was initiated in 2018. Additional events including popup park activation events and grassroots / community-led programs supporting this policy are ongoing.					➔
E-3.5	Cultural Master Plan 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: - Promote access by all residents to a broad variety of arts, culture, and heritage activities taking place in many areas throughout the city. - Expand learning opportunities in the arts and humanities and - Strengthen economic development of Arvada by recognizing and supporting the cultural assets and creative resources that enrich our community.		AC CMO	Completed the update to the Arvada Center Master Plan.					✓
				City Council approved the Arts and Culture Master Plan in June, 2018 that established a vision and identified actions for investments in arts and culture in the city.					✓

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E-3.6	Creative Arts District Explore the creation of a Creative Arts District to strengthen the Arvada Center, Olde Town, Ralston Road and other areas, considering retail redevelopment, place making, transit, and building space and housing appropriate to artists and creative industries.		CMO CED	The City Council adopted the Arvada Arts and Culture Master Plan in June, 2018 which includes the goal of establishing a Creative Arts District. Specifically, the Plan calls for linking Olde Town and the Arvada Center by creating a Cultural Corridor Plan, laying the groundwork for Creative Arts District designations, and creating a second cultural hub (beyond Olde Town) at Gibbs West Park.					
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	Buffers and Setbacks Require new developments to provide buffers for creeks, water bodies, existing wetlands, riparian areas, and wildlife corridors to retain water quality and environmental integrity.		CED	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 corridors and habitat. Included in the updated LDC in 2020 as well as through ongoing actions.					
R-1.2	Land Use and Infrastructure Decisions 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).					
			CED	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. Updated LDC adopted in 2020.					
			CMO	Ongoing programs to support sustainable development practices.					
Goal R-2: Promote improved water quality in stream corridors									

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R-2.1	Water Quality Features 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	Water Quality Education 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	Best Management Practices for Storm water Conveyance 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	Flood Control Program 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 of Leyden Creek in 2018, and ongoing bank stabilization, maintenance and improvements.					→
Goal R-4: Reduce energy consumption									
R-4.1	Energy Conservation Education 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	Increase Energy Efficiency in Existing and New Construction Encourage the use of energy efficient building materials and renewable energy.		PW CMO	Initiatives include adding solar panels to the fleet maintenance building. Ongoing approach to look at energy savings options. • 4.5 million Energy Savings Performance Contract to implement more renewable energy solutions with infrastructure enhancements to City facilities. Anticipated 6% reduction in annual energy consumption, 11% reduction in electrical demand and 21% reduction in total utility costs.					→

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R-4.3	Energy and Water Savings 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	Water-Wise Landscaping 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.						→
			CED	Amended the LDC for xeric and urban landscaping requirements in 2020.						✓
R-5.2	Water Efficient Compact Development Encourage the greater application of compact and mixed-use land development patterns.		CED	Promote TOD, compact and mixed-use development opportunities to developers and also included in the updated LDC in 2020.						→
R-5.3	Expand Public Education Programs 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. In 2021, partnered with ReSource Central for our Conservation program; highlights are 386 total Gardens-in-a-box, 3 residential and 1 HOA landscape seminars, 392 attendees, 14 lawn removal services, and 19 Smart controllers clocks.						→
R-5.4	Increase Water Conservation on Public Lands and in Public Facilities 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.		PG&H	Hometown Colorado Initiative students created a landscaping plan for Simms Water Tank site (Alice Sweet Thomas Park) and the Water Treatment Facility. New park projects incorporate 15% or greater native landscape per Master Plan recommendations.						→
R-5.5	Indoor Water Efficiency Support regional efforts to improve internal water efficiency.		Utilities	Support EPA WaterSense program for development and promotion of efficient water application devices.						→

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Goal R-6: Increase Recycling									
R-6.1	Increase Recycling Options 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.	By 2021, complete full implementation of waste hauling options.	CMO	The Sustainability Advisory Committee is working on community education around waste hauling and will be proposing new policy for Council's consideration					➔
R-6.2	Recycling Education Educate citizens and the business community about the importance of waste reduction, recycling and purchasing products made with renewable materials.		CMO	See R-6.1.					➔
Goal R-7: Improve Air Quality									
R-7.1	Raise Awareness of Transportation Options Increase awareness of options such as public transportation, carpooling, bicycling, walking, telecommuting and trip planning.		PW CMO	Citizen Survey will provide data on travel modes. A mobility index will be created in 2019.					◐
R-7.2	Encourage Use of Low Pollution Vehicles Increase use of low-pollution vehicles in the City fleet and by the community.		Utilities	60% of the fleet is capable of using alternative fuel sources (biodiesel, ethanol, or are hybrid cars)					➔
PARKS RECREATION AND OPEN SPACE									
Goal P-1: Provide strategically placed parks, recreation centers, a well-connected trail system, and preserved open space to serve Arvada residents and visitors									
P-1.1	Parks and Open Space Master Plan Continue to implement the Parks and Open Space Master Plan, as updated periodically.	By 2023, complete strategic investments and initiatives to ensure parks, trails, open space, and amenities are in alignment with our diverse, changing and growing community.	PG&H	Implementation is ongoing, and includes City-initiated trail, park and open space projects, private development initiated projects, as well as recent Apex PRD projects.					➔
P-1.2	Distributed Parks and Facilities 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	Implementation through City efforts and private residential development dedications and infrastructure continue to support this ongoing initiative.					➔
P-1.3	Well-Maintained System of Parks and Open Space 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 City's "Taking Lasting Care Program" continues throughout the park system emphasizing capital maintenance and replacement needs in existing parks, including annual playground renovations and					➔

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				trail replacement					
P-1.4	Coordination with City Pedestrian and Bicycle System Coordinate the City's park related paths and off-street trails with sidewalks and bicycle facilities to create an interconnected system.		PG&H	Staff has prioritized and completed cost estimates on major regional trail gap projects in coordination with the Sidewalk Gaps program and using a standardized, quantitative analysis tool. Completion of the trail gap projects is an ongoing effort as budget and opportunity become available.					
P-1.5	Adequate Funding Develop an adequate level of funding for planning, acquiring, developing, enhancing, and maintaining parks, trails, and open space.		PG&H	Balancing community needs with available funding is ongoing.					
Goal P-2: Provide parks and recreational facilities to meet the recreational needs of Arvada residents and visitors									
P-2.1	Improve Existing Parks Improve and expand existing parks throughout Arvada as needed.	See P-1.1	PG&H	The Park and Urban Design program staff uses recommendations from the 2016 Parks, Trails and Open Space Master Plan and other adopted documents, park maintenance staff and ongoing citizen input to prioritize new park projects and improvements to the existing parks system as budget and opportunity become available.					
P-2.2	Park Level of Service for New or Improved Parks 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.	See P-1.1	PG&H	New parks, including those funded through private development, are designed in coordination with City staff to support the variety of park typologies, themes and needs of Arvada's diverse community identified in the 2016 Parks, Trails and Open Space Master Plan.					
P-2.3	Recreational Programming Work with the Apex Recreation District and other partners to expand the offering of activities that support physical activity.		PG&H	Partnerships with Apex Park and Recreation District and other partners have resulted in new and renovated recreation centers, sports fields, and programs throughout the city. These partnerships are ongoing.					
P-2.4	Joint Use Agreements Pursue Joint Use Agreements with schools and other		PG&H	The City continues to work with Apex, Jefferson County Schools and					

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	privately owned buildings and open spaces to provide a variety of publicly available recreation areas, especially in southeast Arvada.			other partners in developing and sustaining joint use agreements.					
Goal P-3: Conserve and maintain important open space lands in and around Arvada to help define the character of the community									
P-3.1	Expanded and Maintained Open Space Continue to expand and maintain the open space system (i.e., park preserves, natural areas, and special resource areas as defined in the Parks, Trails and Open Space Master Plan).		PG&H	The City continues to pursue strategic acquisitions through private development opportunities, donation, purchase, and other methods in support of Master Plan goals.					→
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	Include Natural Features in Parks Develop new and existing parks and open space lands that include a wide range of natural features.		PG&H	Natural features including sensitive ecologies, slopes, and views are protected and enhanced in recreational infrastructure development.					→
P-4.2	Natural and Drought-Tolerant Landscape Promote and educate the public about the use of xeriscaping 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. New parks include educational messaging and education where possible. 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	Future Community Station Construct a third Community Station in the Candelas area to serve growth in the western part of the city.		Public Safety	The Whisper Creek Community Station opened in May 2019 and operational with a commander, sergeants and officers. The building allows the Police Department to accommodate future manpower and community growth.					✓
PS-1.3	Refine and Improve Service Delivery Continue the move to decentralized service delivery	By 202, Public Safety staffing levels will be at 95% filled.	Public Safety	Ongoing progress and implementation of the					→

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	to better connect public safety services with communities of interest.			decentralized strategy.					
PS-1.4	Community Partnerships 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	Established "Community Partnerships" Plan within the Police Department to focus on community engagement through the sector policing model. The model will continue development, improvement, and understanding of relationships with neighborhoods, businesses and faith-based communities. Progress and goals formally evaluated from 2020 to 2024.					→
PS-1.5	Explore Regionalization of Certain Services Continue to explore opportunities to regionalize services. Opportunities will be explored with respect to communications, SWAT, Police Academy and Crime Lab.		Public Safety	Continue regional efforts and cooperatives with SWAT, JCRCL, JCRASH, WMDTF, Jeffcom, CIRT, US Marshal's Violent Offender Fugitive Task Force, Homeless Navigators, RVLETF, JCMH and Porch Light program.					→
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	Adequate Services and Facilities 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	High Quality Public Facilities 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.					→
				The West Woods club house was completed in March, 2018.					✓
U-1.3	Energy Infrastructure and Conservation Coordinate with our gas and electric provider Xcel Energy to insure that safe and adequate		PW	Continue coordination with Xcel Energy for planned and new developments.					→

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	infrastructure exists for the transmission of energy and that energy is conserved.								
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									
U-2.1	Timing of Development 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).		CED PW	Continue to review proposed development with consideration to existing infrastructure and planned improvements.					→
Goal U-3: Pursue the wise use of rapidly changing technology to deliver services, serve the public and to promote economic development in Arvada									
U-3.1	Technology and the Community 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 2023, develop an organizational framework for the effective advancement of data utilization, system integration and digital capacities across all work systems.	PW IT	Build out the backbone infrastructure as identified from the master broadband plan. Plan for and install fiber in the backbone conduit with the intention of being able to have capacity to connect to traffic signals, flashers, SCADA, Schools, AFPD, City facilities , etc. as well has have capacity for unknown future needs. 51 miles of the 55 miles of conduit identified in the 2015 Master Plan has been completed in 2021. An additional 11 miles to connect anchor institutions such as schools and fire stations for a total of 66 miles is planned. 20 City buildings and facilities; 5 Utility facilities; 8 Arvada Fire Protection District facilities; more than 50% of traffic signals; a Police license plate reader; and, 87% of Jefferson County Schools in the City are connected. In 2016, residential and business surveys were completed and analyzed. Internet reliability was identified as the most important factor for the community, followed by speed and price. The next step is dependent on Council's direction.					→

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U-3.2	Technology Infrastructure to Promote Business Development Promote technology infrastructure development to remain economically competitive with surrounding communities for business development.		PW	Same implementation program as above, in U-3.1.					
Goal U-4: Ensure an adequate water supply and superior water quality to meet the needs of current and future residents and businesses									
U-4.1	Water Storage Continue to explore opportunities to expand water storage to meet the needs of current and future residents and businesses.	By 2023, update water, sewer and stormwater master plans and develop an implementation plan to address all findings.	Utilities	The City is waiting for Denver Water's Gross Reservoir expansion project to receive permits to begin construction. Land has been purchased for the addition of up to 2,500 acre feet of reservoir storage. Implementation of infrastructure will be ongoing to meet demands of future growth. The projected start date is in 2020 and projected completed in 2026.					
U-4.2	High Water Quality 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.					
Goal U-5: Ensure that the City is able to fund existing and future service commitments									
U-5.1	Long-term Financial Planning for Capital Investments 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 has been updated for the 2021-2030 time period. The focus for the next few years will be very large capital improvements projects including: Ralston Road Phase I and II; 72 nd Ave from Kipling to Swadley; improvements to the two pump stations, and; the implementation of the ADA master plan. Each of these projects are very complex and will take significant time to complete.					
U-5.2	Ongoing Review of Financial Tools and Practices 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.		Finance	Ongoing programs include urban renewal (with TIF) for redevelopment, rebates and incentives for new commercial projects and the use of Metro Districts where appropriate. The types and levels of incentives are continually reviewed. Impact and					

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				other fees will continue to be reviewed annually (water and sewer tap fees).					