



## *Strategic Prioritized Goals*

City Council identified five Strategic Prioritized Goals for this 2009 Five-year Strategic Plan. These goals address the challenges confronting the community and recognize the valuable community and city assets that can be utilized to successfully meet those challenges.

For a consistent understanding, following are definitions of terms used in the plan.

### **Elements:**

***Prioritized Goals*** identify what the City strives to achieve to realize Council's vision.

***Assumptions*** state fact and predications based upon institutional knowledge and analysis that affect the development of strategies.

***Strategies*** describe broadly how the City plans to achieve its strategic goals over the term of the plan.

***Priority Projects*** describe more specifically how the City plans to achieve its goals in the near term (1-2 years).

***Key Indicators*** are outcome measurement tools. At the end of 2008, the City will measure and determine baselines for key indicators and will measure again at the end of 2009 to report annual change and measure progress.

### **Other terms:**

***Core Services*** are emergency response; facilitating economic expansion; laws, regulations and code compliance; land use and development regulation; public infrastructure and facilities; community and neighborhood building; civic education and governance; and leisure facilities and services.

***City Infrastructure*** is the physical system of roads, bridges, sidewalks, and drainage facilities.

***Internal Infrastructure*** is infrastructure used by the City in the provision of municipal services, for example, fleet management, information technology, facilities, office services, radio services, telecommunications etc.

***Quality of Life*** is an all inclusive term that includes economic prosperity, an affordable home, gainful employment, clean air and water, quality healthcare, safe and attractive neighborhoods and working environments, ample educational and recreational opportunities, convenient transportation systems, and an active and diverse community which is rich in art and cultural amenities.

# Strategic Prioritized Goals

## **1. City Services**

Develop and implement fiscal sustainability to support core services that proactively ensure the health, safety and welfare of our citizens; attract, develop and retain a fully engaged workforce; and fund internal infrastructure needs.

## **2. Sustainable Growth**

Encourage and enhance lifestyle choices through mixed use, traditional neighborhoods and commercial development. Promote the integration of multi-modal transportation systems and improve public infrastructure. Support sustainable growth as a community value and develop the concept of the city as a steward of public resources by pursuing activities that support environmental equity and health for all citizens.

## **3. Economic Vitality**

Through collaboration and partnership with the community, public and private entities, support economic development efforts that attract, retain, and create quality jobs to ensure a diverse local economy, a resilient and growing city tax base, and thriving neighborhoods and commercial centers.

## **4. Quality of Life**

We are a visionary community repositioning ourselves to preserve our environmental resources, enhance our small-town values, provide a safe environment for our residents, provide diverse cultural and recreational amenities, provide unique and diverse commercial and residential choices, and promote opportunities for our citizens to engage in a healthy and active lifestyle.

## **5. Civic Engagement**

Engage citizens, businesses and other public and private entities to develop a shared vision and sense of community.

## **STRATEGIC PRIORITIZED GOALS**

### **1. City Services**

Develop and implement fiscal sustainability to support core services that proactively ensure the health, safety and welfare of our citizens; attract, develop and retain a fully engaged workforce; and fund internal infrastructure needs.

#### **Assumptions**

- Funding of core services will remain a priority.
- Some federal, state and county resources will continue to decline.
- Federal and state unfunded mandates will continue to impact the City's ability to provide services.
- The Wheat Ridge community expects a high standard of services.
- The City has significant unfunded internal infrastructure liabilities.
- Dedicated revenue streams from Jefferson County Open Space and the Conservation Trust Fund (lottery dollars) are not sufficient to fund the infrastructure needs of the Parks and Recreation Department.
- Residents will continue to expect updated City facilities and amenities.
- Changing expectations of residents will require a constant reexamination of services provided.
- City facilities lack space for efficient and safe operations.
- Deferred maintenance of City infrastructure degrades the City's assets.
- The City faces significant fiscal challenges with its continued dependence on sales tax revenue and increasing labor, benefit and operating costs.
- Recruitment, hiring, and retention of a qualified workforce and succession planning will be more difficult as an aging population retires.

#### **Strategies**

- Form a Sustainable Funding Committee consisting of citizens and business leaders who will work with the senior management of the City to help develop a long-range Sustainable Funding Plan.
- Implement employment policies and practices that enhance our ability to attract, reward, compensate and retain exceptional employees.
- Develop financial management policies, debt management policies and budget policies.
- Continue to develop ways to provide services more effectively and efficiently.
- Use various measurement tools as a process of evaluation to align citizen service level expectations to available personnel and fiscal resources.

## STRATEGIC PRIORITIZED GOALS

### 1. City Services (con't)

#### Priority Projects

- Conduct an alternative revenue study and take results to a citizen committee for final recommendations and develop sustainable funding plan.
- Continue to identify opportunities to partner with other communities on positions, equipment or programs.
- Continue the development of the Customer Service Action Plan providing a 3 year strategy for what customer service enhancements will look like in Wheat Ridge.
- Develop performance measurement system as a process of evaluation to align citizen service level expectations to available personnel and fiscal resources.
- Identify appropriate financial recommendations from Citizen Budget Oversight Committee that would allow for strategic investment in municipal facilities to provide enhanced customer service.
- Building Division Benchmarking

#### Key Indicators

- Review of citizen survey responses and strategies developed around identified areas of improvement.
- Police Department Community Survey.
- Annual review of employee attrition rates and exit interview responses.
- Increased sales tax revenue will also increase Jefferson County Open Space attributable share amount for the City of Wheat Ridge.
- Better alignment with Front Range norms for space available for employees and court security “center”.
- Increase in square footage of available space for employees and court security “center”.
- Increase in annual revenue and number of new revenue sources as a result of alternative revenue study.
- Performance measures developed to measure services consisting of both qualitative and quantitative measures. Application of measures to annual City Budget and annual report and other City information sources.

## **STRATEGIC PRIORITIZED GOALS**

### **2. Sustainable Growth**

Encourage and enhance lifestyle choices through mixed use, traditional neighborhoods and commercial development. Promote the integration of multi-modal transportation systems and improve public infrastructure. Support sustainable growth as a community value and develop the concept of the city as a steward of public resources by pursuing activities that support environmental equity and health for all citizens.

#### **Assumptions**

- The City's major north-south and east-west transportation corridors have unrealized redevelopment potential.
- The presence of RTD bus service presents an increasingly valuable multi-modal transportation opportunity.
- The economics of infill redevelopment require creative public/private finance strategies.
- There are significant impediments to redevelopment within the City's Charter and Code.
- Opportunities exist to create destination places utilizing existing infrastructure.
- Existing housing inventory does not meet the needs of homeownership.
- Opportunities for redevelopment will continue to be competitive among adjacent communities.

#### **Strategies**

- Identify and proactively support redevelopment of areas of the City that are at risk.
- Promote innovative forms of development ranging from higher density mixed use to traditional neighborhoods that accommodate a variety of lifestyles.
- Develop strategies and programs to encourage, retain and revitalize retail development within the City.
- Identify and promote multi-modal transportation opportunities including: bikes, pedestrians, bus, light rail and cars.
- Continue to partner with non-profits to implement recommendations from the Neighborhood Revitalization Strategy.
- Educate citizens about the challenges and opportunities associated with the implementation of the Neighborhood Revitalization Strategy.
- Define the meaning of environmental stewardship as a Wheat Ridge community value.
- Use comprehensive planning as a means to create a long term vision for development and redevelopment in the community.
- Engage citizens in the long range planning process through the update of the Comprehensive Plan and creation of subarea plans.

#### **Priority Projects**

- Initiate ordinances to amend the zoning code to facilitate the desired development patterns for the future of the City.
- Update the City's comprehensive plan and subarea plans to define and communicate the City's future vision.

## STRATEGIC PRIORITIZED GOALS

### 2. Sustainable Growth (con't)

#### Priority Project/Initiative (con't)

- Appoint an environmental stewardship task force by December, 2009.
- Fund WR2020 housing and reinvestment programs.
- In partnership with RTD, promote and improve bus transit services and facilities on our major transportation corridors.
- Investigate the concept of offering a trash service franchise to one or more trash haulers.

#### Key Indicators

- Implementation and promotion of programs to encourage home ownership and redevelopment of economic areas within the City.
- Successful adoption of ordinance amending the Zoning and Development Codes.
- Percent increase in # of RTD boardings or RTD passes
- Percent increase in land use approvals for new infill and redevelopment approvals and building permits.
- Development of strategies and programs that encourage in-fill and promote mixed use developments.
- Increase in population.
- Increase in # of licensed businesses.
- Increase in collected fines, fees, & costs.
- Adoption of Citywide Comprehensive Plan update and additional subarea plans.
- Completion of “missing links” in the bike and pedestrian transportation systems.
- Number of recommendations and implementation plan as a result of environmental stewardship task force.

## **STRATEGIC PRIORITIZED GOALS**

### **3. Economic Vitality**

Through collaboration and partnership with the community, public and private entities, support economic development efforts that attract, retain, and create quality jobs to ensure a diverse local economy, a resilient and growing city tax base, and thriving neighborhoods and commercial centers.

#### **Assumptions**

- Employment-based land uses support an expanded retail demand base and encourage additional residential and commercial growth.
- Employees generally desire to live near and shop in proximity to their place of employment.
- Proactive economic development is necessary to attract and retain quality growth and redevelopment.
- Sales tax generation is critical to the City's fiscal health.
- The development of parks and recreation facilities and amenities attracts and supports the success of any economic development project.
- A clean attractive community stimulates investment.
- Wheat Ridge will be more resilient to economic downturns if it has a diverse economic base.

#### **Strategies**

- Take a leadership role and have a visible presence in regional economic development organizations and initiatives.
- Actively engage the business community in economic development efforts.
- Fund capital investment projects that serve as catalysts for private sector reinvestment.
- Acknowledge and incorporate the importance of economic vitality as we develop comprehensive plans that establish the visions for revitalization.
- Identify and actively market areas for economic development opportunities to attract new development in Wheat Ridge.
- Strengthen Wheat Ridge's community image and identity.
- Develop and promote efforts to revitalize the City's housing and strengthen neighborhood identity.

#### **Priority Projects**

- Develop I-70/Kipling Corridor Revitalization Plan.
- Develop Community Benefit Districts policy and program.
- Actively market 44<sup>th</sup> and Wadsworth redevelopment project.
- Implement on-line business resource directory and related resources.
- Facilitate the successful completion of the Cabela's development project.
- Coordinate a "broker crawl" to market redevelopment sites.

## **STRATEGIC PRIORITIZED GOALS**

### **3. Economic Vitality (con't)**

#### **Key Indicators**

- Increase in # of economic development outreach opportunities.
- Increase in # of “hits” to the City’s economic development web site.
- Increase in # of presentations to outside seminars, meetings, etc.
- Increase in # of primary jobs.
- Revenue increase from sales tax.
- Increase in median value or median price per SF for residential and commercial properties.
- Increase in property values in locations where City capital investments occur.
- Adoption of economic development incentive polices and programs.

## STRATEGIC PRIORITIZED GOALS

### 4. Quality of Life

We are a visionary community repositioning ourselves to preserve our environmental resources, enhance our small-town values, provide a safe environment for our residents, provide diverse cultural and recreational amenities, provide unique and diverse commercial and residential choices, and promote opportunities for our citizens to engage in a healthy and active lifestyle.

#### Assumptions

- Quality of Life is an inclusive description that includes economic vitality, affordable owner occupied homes and diverse housing opportunities, gainful employment, clean air and water, quality healthcare, safe, clean and attractive neighborhoods and working environments, ample educational and recreational opportunities, convenient transportation systems.
- Quality of Life crosses over all Strategic Plan goals and strategies, but in particular those unique characteristics, which make Wheat Ridge a desirable place to live and work.
- Wheat Ridge desires to be a diverse, inclusive community.
- Public and community gathering spaces bring people together.
- City supports an active arts community.
- Creating a pedestrian and bike friendly environment enhances quality of life.
- The community has the resources, talent and desire to sustain and in some areas, improve the well-being on its citizens.

#### Strategies

- Implement the City's vision for the future as established in the Parks and Recreation Master Plan.
- Improve the City's visual image and aesthetics.
- Encourage redevelopment that increases variety, diversity and choices in commercial and residential developments.
- Increase citizens' access to recreational, educational and cultural resources and the arts.
- Expand and create community gathering spaces that enhance the community's small town value and unique character.
- Use multiple communication tools to educate and engage community members about quality of life issues.
- Foster a community that recognizes the value of lifestyle choices and ethnic and cultural diversity.
- Develop strategies and programs that address and mitigate issues of crime, traffic and code issues that affect the quality of life of our citizens.
- Maintain involvement with R-1 School District and private schools that promote cooperation and synergies that benefit the community as a whole.
- Evaluate and look for opportunities to improve code enforcement efforts to improve visual aesthetics in our neighborhood and commercial districts.

## STRATEGIC PRIORITIZED GOALS

### 4. Quality of Life (con't)

#### Priority Projects

- Increase citizens' access to information regarding city services, recreational, educational and cultural activities in the City through implementation of the new City Web site.
- Construction of Phase I and Phase II of the 38<sup>th</sup> Avenue and Kipling Street Park in 2009.
- Construction of Watchable Wildlife Boardwalk in the Wheat Ridge Greenbelt.
- Broaden the SAFER Wheat Ridge program to include a more strategic view of associated problem and high calls for service areas by all City Departments and WR2020.
- Restoration of Baugh House

#### Key Indicators

- Improved citizen survey responses regarding quality of life issues.
- Biannual Citizen Survey Results.
- Increase in miles of sidewalks and bike paths within the City.
- Increase in value of municipal property and facility assets that enhance all assets of quality of life.
- Construction of infrastructure improvements that improve access to multi-modal transportation options.
- Measure Web site visitors using calendar, news flash, notify me features to access information regarding City services, recreational and education opportunities.

## **STRATEGIC PRIORITIZED GOALS**

### **5. Civic Engagement**

Engage citizens, businesses and other public and private entities to develop a shared vision and sense of community.

#### **Assumptions**

- Wheat Ridge can create a participatory, inclusive, deliberative and collaborative community by investing resources to further the City's communication efforts.
- Opportunities for active citizen participation in government will build a greater sense of community.
- Strong civic and community organizations contribute to the well-being of the community.
- Volunteers provide a significant resource to the City.

#### **Strategies**

- Expand outreach to community service organizations, business groups and neighborhood organizations.
- Identify alternative media outlets to communicate to all sectors of the community.
- Engage citizens through new involvement opportunities such as volunteer positions, appointments to Boards and Commissions, involvement in task forces and advisory committees.
- Use the latest marketing and communication tools available for community outreach.
- Promote community events and activities that foster civic engagement and inclusion.
- Engage and include the youth perspective in policy matters.
- Encourage citizens to volunteer time to assist the City in meeting the needs of our community.
- Engage and educate citizens about City services, projects and government.

#### **Priority Project**

- Actively engage the community in the City's Comprehensive Plan update.

#### **Key Indicators**

- Number of graduates of the Citizen's Police, Civic and WR2020 Planning Academies
- Number of attendees at National Night Out
- Number of volunteers and hours put in by volunteers including Boards and Commissions
- Placement of youth on the commissions
- Attendance at annual Open House event
- Biannual Citizen Survey Results
- Evaluation of Special Events Permit Process by users.
- Measure use of new Web site after it is launched in December 2008. Track the frequently visited pages and the number of hits on pages.
- Civic Outreach participation in community events such as the Carnation Festival and Taste of Wheat Ridge.
- Number of graduates and percentage of participants rating the respective programs good to excellent.