



# Northglenn

CITY COUNCIL  
**STRATEGIC PLAN**  
2019 • 2023



# VISION, & MISSION & VALUES

*Our common purpose  
as elected officials and  
city employees.*



## VISION

Northglenn is a diverse and welcoming community that celebrates its small-town character, urban energy, and thriving businesses.



## OUR COMMITMENT

To provide a high quality of life to our residents and businesses through the provision of excellent municipal services.



## VALUES

- Sustainability
- Inclusivity
- Innovation
- Engagement

## FIVE-YEAR STRATEGIC PRIORITY AREAS: 2019 THROUGH 2023



### 1. High-Performance Government

Respect the city's human and fiscal resources by delivering a high-performance government with a strong organizational culture.



### 2. Community Engagement

Invest in a sense of place and resident satisfaction with community engagement efforts.



### 3. Public Safety

Northglenn is a safe community to live, work, learn and play.



### 4. Business Retention and Growth

Cultivate and grow the quality and diversity of businesses to sustain the local economy and workforce.



### 5. Housing Opportunities

Curate the diversity of housing stock for all ages, socioeconomic demographics and family types, and increase investment in housing repairs and renovations.



### 6. Diverse Community

Maintain and celebrate our diverse community.



### 7. Sustainability

Increase environmental sustainability.



### 8. Infrastructure

Invest in Northglenn's infrastructure to provide quality roads, trails, parks, city buildings, water and wastewater systems.





## STRATEGIC PRIORITY AREA #1

# HIGH-PERFORMANCE GOVERNMENT

### DEFINITION

**Respect the city’s human and fiscal resources by delivering a high-performance government with a strong organizational culture.**

### ACTION PLAN

- 1.1 Position the city to be competitive and leverage relationships through Regional Collaboration and Advocacy**
  - City Council is active in regional liaison roles to build partnerships and advocate on behalf of the city, including:
    - *North Area Transportation Alliance (NATA)*
    - *Denver Regional Council of Governments (DRCOG)*
    - *Adams County Council of Governments*
    - *North Metro Fire Rescue*
    - *Anythink Libraries [Council decided a liaison was no longer needed in 2024.]*
    - *Colorado Communities for Climate Action (CC4CA)*
    - *Adams County Regional Economic Partnership (AC-REP)*

- *Colorado Municipal League (CML)*
- Legislative Policy Committee actively monitors proposed state legislation in partnership with city lobbyists and advocates on behalf of the community on important legislation
- Review existing laws and regulations based on state law changes and propose changes to reflect the needs of the community
- *Adopt a smoke-free public places ordinance*
- *Protect youth through licensing changes for vaping products*
- City presents best practices at state, regional and national organizational meetings, trainings and events
- Partner with Anythink Libraries to locate a site for a career library in Northglenn

■ Achieved   ■ In Progress   □ Not Started   ■ Not Feasible

- Advocate for fare equity of the N Line to preserve ridership accessibility
- Partner with the City of Thornton and/or other organizations to offer more youth and teen programming opportunities

**1.2 Improve City Council Efficiency**

- Update the City Council onboarding system to help provide learning opportunities for newly-elected officials
- Develop council and staff communication norms
- Coordinate annual strategic planning with the mayor and City Council

**1.3 Identify new or best practices to enhance efficiency and effectiveness of service delivery**

- Develop a formal performance measurement program to measure the city’s progress towards the City Council’s strategic goal *[City Manager will re-evaluate in 2024. The idea is to expand our current use of performance measures beyond the annual budget book. The city has been strategically using data to inform decision-making and recommendations to City Council.]*
- Identify new or best practices to enhance efficiency and effectiveness of service delivery
- Review existing levels of service to ensure the city is

operating at an optimal level and meeting the needs of our community

- Public Works Department will apply for APWA accreditation *[Accreditation achieved in March 2023]*
- Promote city innovation through submission of case studies and awards
- Build a financial resiliency plan to assess debt obligations, reserve level requirements, and unfunded infrastructure needs
- Measure performance through biannual Resident Survey
- Measure growth and identify changes and challenges occurring in the business community through Business Survey

**1.4 Create an engaged workforce to foster productivity and alignment with the city’s goals and values**

- Total Compensation & Benefits System
  - *Attract, retain, engage, develop and reward a diverse and competitive workforce to meet the needs of the community*
  - *Development of new market-driven compensation system*
  - *Implement new compensation plan following budget adoption on Oct. 28, 2019*

- *Maintain market updates annually*
- *Analyze cost to implement \$15 minimum wage for city positions*

- Collaborate staff at all levels to evaluate the performance evaluation program and align the program with the city’s core values and compensation plan
- *Implement recommendations from the 2018 Employee Engagement Survey to establish a baseline and gauge the pulse of the organization at all levels*
- *Evaluate city benefit plan and costs associated with potential benefits such as paid family leave*

**1.5 Identify meaningful ways to engage staff and the community in providing quality communication and opportunities to share perspectives about how the city is doing**

- Promote a values-driven organizational culture that maintains public trust through ethical behavior and transparency ongoing
- *Develop staff core values*
- Provide outstanding municipal services to residents and businesses through the creation of customer service expectations



## STRATEGIC PRIORITY AREA #2

# COMMUNITY ENGAGEMENT

### DEFINITION:

*Invest in a sense of place and resident satisfaction with community engagement efforts.*

### ACTION PLAN

**2.1** Engage residents and stakeholders in Long Range Planning processes to contribute to the creation of a vision for the future that meets the expectations of our community

- Communications Plan – focused messaging on various platforms to specific populations within the city
- Develop an engagement plan that provides several levels and opportunities to residents and stakeholders to provide input and feedback throughout long-range planning processes
- Upon completion of the citywide Comprehensive Plan, begin neighborhood and sub-area plans as identified as priorities and utilizes the similar engagement plan strategies in those specific areas

**2.2** Utilize Neighborhood Services to engage with the community

- Continue and establish Dumpster Days as an annual spring event
- Continue to promote utilization of Block Party Trailer program throughout the community
- Identify program enhancements
- Have a study session with City Council to review current efforts and identify priorities

**2.3** Evaluate citywide volunteer program, identify best practices, and recommend changes

- Assess current citywide opportunities to volunteer and identify additional opportunities
- Present current volunteer program to City Council and receive feedback on any recommended changes

■ Achieved   ■ In Progress   □ Not Started   ■ Not Feasible

**2.4 City Special Events provide engaging and inclusive events for residents and surrounding areas**

- Present current approach to city festivals to City Council
- Evaluate required level of service to possibly increase the number of city events in different wards

**2.5 Resident Survey**

- Present results of 2019 Resident Survey
- Evaluate and identify areas of focus from the 2019 Resident Survey
- Budget for next Resident Survey

**2.6 US Census**

- Partner with Adams County through an IGA to ensure the city effectively promotes resident participation in the 2020 Census
- Work with the Complete Count Committee to develop deeper relationships with organizations that serve and represent under-counted communities
- Create partnership plan to capitalize upon US Census engagement activities to keep populations engaged in city activities, programs and boards and commissions

**2.7 Develop broader and more diverse participation in civic engagement processes and civic activities**

- Develop a Civics 101/Resident Academy for residents to learn more about their city government *[City Manager and City Clerk will re-evaluate development in 2024.]*

**2.8 Communicate to residents and businesses in a consistent and transparent manner**

- Continue implementation of the July 2019 18-month Communications Plan
- Update Strategic Communications Plan
- Provide ongoing feedback on plan implementation



**STRATEGIC PRIORITY AREA #3**  
**PUBLIC SAFETY**

**ACTION PLAN**

**DEFINITION:**

*Northglenn is a safe community to live, work, learn and play.*

**3.1 Increase both real and perceived community safety for those who live, work, learn, and play in the City of Northglenn**

- Implementation of Priority Department and 360 Recommendations: CCPP Advisory Board; Implementation of Body-Worn Camera and In-Car camera programs
- Increase crime prevention education through social media campaigns, Connection articles, and calls for service
- Increase community engagement through development of new neighborhood watch groups, police participation in community events, and community engagement on social media platforms
- Increase community outreach through public meetings to

- include apartments, businesses and ward meetings
- Work with Community Resource Navigator to develop a multidisciplinary plan for community response on homelessness
- Achieve an 80% rating in the Resident Survey for the question as to whether the resident “feels safe” in the city
- Provide 100% of officers Community Oriented Policing Training to build collaborative community partnerships
- Provide 100% of officers Crisis Intervention Training to effectively address incidents involving mental health issues
- Utilize threshold analysis to identify and address crime(s) exceeding expected levels

■ Achieved   ■ In Progress   □ Not Started   ■ Not Feasible

- Utilize the National Incident Based Reporting System, a standardized data collection, as a benchmark for crime comparisons with both neighboring jurisdictions (Thornton, Westminster) and similar size agencies (Wheat Ridge, Englewood) to help develop appropriate target numbers
- Increase targeted deployment according to crime activity identified through hotspot mapping
- Identify ways to improve the safety and perception of E.B. Rains, Jr. Memorial Park

### 3.2 Traffic Enforcement

- Increase roadway safety by developing and implementing a plan to address traffic concerns that aims to decrease the number of speed violations and traffic crashes, particularly in school zones and high-crash locations
- Implement a traffic unit in 2020: (2 officers 2020, 1 officer 2021, 1 officer 2022) *[Unit is in place with two officers at this time, with plans to increase as staffing allows.]*

### 3.3 Police Department Staffing and Operational Assessment

- Conduct a Police Department staffing and operations assessment to fully understand the needs of staff, community, and City Council, and identify achievable and desirable levels of service.
- Implementation of recommendations and tracking through Information Action Plan Tracking (IAPT) document
- Utilize the staffing and operations assessment to develop and influence Phase II of the Department Strategic Plan
- Pursue state accreditation in 2022 to be recognized as a law enforcement agency demonstrating compliance with state standards and best practices *[Chief and Deputy Chief will re-evaluate in 2025 after staffing levels stabilize and other priority initiatives are accomplished.]*
- Implement a Police Co-Response Program
- Explore a Restorative Justice Program in conjunction with the Municipal Court

### 3.4 Retain existing police officers and recruit new officers to reflect the diversity in our community

- Implement recommendations from department assessment
- Retain existing officers and increase staffing levels in the Police Department by improving officer recruitment and training in the POST Academy, in-house, and the Field Training Officer phase
- Broaden recruitment efforts utilizing a variety of outreach methods including social media, career fairs and video to market the Police Department as a desirable career choice
- Maintain 100% success rate for officers completing the POST Academy
- Develop and implement a succession plan with career development opportunities to encourage longevity, increase career satisfaction, and provide ease in transition when vacancies occur at the supervisory level
- Utilize an employee survey to measure job satisfaction ratings by sworn personnel with a target of 80% of sworn personnel rating job satisfaction as “good”



## STRATEGIC PRIORITY AREA #4

# BUSINESS RETENTION AND GROWTH

### DEFINITION:

**Cultivate and grow the quality and diversity of businesses to sustain the local economy and workforce, and enhance the quality of life for its residents.**

### ACTION PLAN

- 4.1 Enrich business attraction, retention, and expansion to create a business-friendly and inclusive environment for companies to succeed, create quality jobs with a livable wage, and develop a diverse economy to enhance the quality of life for residents
  - Attract new diversified and unique businesses to absorb 100,000 square feet of commercial space through backfilling existing space or through new construction
  - Develop a welcome packet for businesses
  - Implement assistance and support programs to attract, retain and expand businesses
  - Market the city as a business friendly and welcoming place to do business
- 4.2 Create new mixed-use developments with diversified housing and commercial development incorporating placemaking and experiential opportunities as identified in the Civic Center Master Plan
  - Revisit the existing CCMP relative to existing market conditions and potential modifications for the remaining 10 acres for private development opportunities [City Council updated the Civic Center vision with the assistance of MIG in 2022. The city partnered with a private developer and then paused P3 work in 2022 in order to focus on Phase 2, the construction of the new City Hall. The P3 portion of the project is slated to be revisited in 2025.]
  - Civic Center Phase 2 private sector redevelopment [Private development was re-prioritized to Phase 3 in 2025.]

■ Achieved   ■ In Progress   □ Not Started   ■ Not Feasible



- Hire consultant(s) to assist in reevaluating the existing plan through the following steps:

- *Site planning/evaluate existing property conditions [Council will revisit the 2022 MIG updated vision in 2024 when reviewing parking study recommendations.]*
- *Research and identify P3 participants*
- *Financial analysis*
- *Education*
- *Vision and community outreach*
- *Update and implement revised CCMP*

#### 4.3 Karl's Farm Development

- In partnership with property owner, developers and its brokers, market the 60-acre development

#### 4.4 Northglenn Marketplace Revitalization/Redevelopment

- Phase 1 – Revitalize, Refresh, Renew, Re-stabilize & Rebrand
  - *Work with property owner(s) to revitalize the northern portion of the property to include rebranding, the relocation of Bed, Bath and Beyond, construction of a new movie theatre and restaurants, stabilize existing tenants, backfill empty spaces and improvements to landscaping, lighting and signage throughout the center [The plan for a new movie theatre was replaced with the relocation of the Prost Headquarters, Brewery and Biergarten.]*
- Phase 2 – Connect – Continue – Community
  - *Work with property owner(s) to develop and implement a plan for Phase 2 and to continue to redevelop the*

*remainder of the site to include on-site infrastructure improvements, and to attract a unique tenant mix to synergize the property, including other mixed-use development opportunities to enhance the community*

#### 4.5 Foster commercial redevelopment and infill opportunities to improve aesthetics, eliminate blight, and leverage private-public investment

- Facilitate redevelopment opportunities that council and NURA have identified as priorities
- Market properties and identify private sector investors/businesses
- Manage NURA grants and business assistance programs for property enhancements to spur private investment





## STRATEGIC PRIORITY AREA #5

# HOUSING OPPORTUNITIES

**DEFINITION:** *Curate the diversity of housing stock for all ages, socioeconomic demographics and family types, and increase investment in housing repairs and renovations.*

## ACTION PLAN

### 5.1 Diversify housing production and preservation resulting in an adequate supply of ownership and rental housing that is safe, healthy and affordable to people of all income levels, races, ages, and suitable for their various needs

- Include community and focus group discussions about housing type, availability, affordability and density with residents and stakeholders as part of the Comprehensive Planning process so areas of change can be identified
- Conduct an Aging Needs Assessment in 2022 to identify what is needed to enable seniors to age in place or to remain in the city *[Adams County conducted a survey and work would be duplicative.]*
- Promote development opportunities to encourage diverse housing options

- Continue participation in Colorado Legal Services (CLS) Pilot Program for landlord/tenant eviction defense

### 5.2 Effectively manage homelessness by meeting the needs of people experiencing homelessness while not impeding on the quality of life of residents and businesses

- Re-engage internal task force and identify current challenges
- Identify where the city can partner with Adams County to ensure access to physical and mental/behavioral health treatment and social services
- Conduct a study session to discuss current challenges and to identify City Council priorities
- Set up community task force on homelessness per City Council direction

- Reach out to the businesses and commercial property owners to identify areas of concerns and provide education and services *(two formal outreach business meetings annually)*

### 5.3 Home Repair Service

- Research current communities that offer a home repair services program *[The city is participating in Adams County's home repair program.]*
- Identify potential grant funding sources to fund a home repair services program
- Identify specific service gaps using Neighborhood Services data
- Project potential use of a program and funding needed
- Propose program as part of the 2021 budget process

■ Achieved   ■ In Progress   □ Not Started   ■ Not Feasible





STRATEGIC PRIORITY AREA #6

# DIVERSE COMMUNITY

## DEFINITION:

*Maintain and celebrate our diverse community.*

## ACTION PLAN

### 6.1 Promote diversity, inclusivity, and social equity within the city

- Join the Government Alliance on Race & Equity
- Identify funding for Race & Equity Initiative in 2020 Budget
- Coordinate development of a Race & Equity Task Force
- Develop race and equity focus areas and work plan
- Conduct microaggression training for elected officials, as well as board and commission members
- Conduct mandatory training for microaggression and other topics as appropriate for staff

### 6.2 Honor the city’s history through preservation of significant landmarks and elevate the stories of our past

- Partner with the Historic Preservation Commission and Foundation to preserve important historical places and landmarks in the city through the actions identified in the city’s Historic Preservation Strategic Plan

### 6.3 Provide high-quality cultural arts programming that is inclusive and reflective of our diverse community

- Provide high-quality theatre and cultural programming through a partnership with the Northglenn Arts & Humanities Foundation (NAHF)

■ Achieved   ■ In Progress   □ Not Started   ■ Not Feasible



- Provide a report highlighting culturally-diverse programming, demonstrating the ability of the NAHF and the city to leverage funding

**6.4 Ensure city communications are responsive to our diversity, inclusivity, and social equity efforts**

- Research opportunities to partner with the community through proclamations, attendance and sponsorship of events
- Incorporate celebrating the diversity of Northglenn in a video series for Channel 8, YouTube and social media
- Create engagement on social media representing the diversity of city and participation in city events that celebrate culture and diversity

**6.5 Meet or exceed all current ADA standards for all city facilities**

- Meet or exceed all current ADA standards when developing new playgrounds or replacing playground equipment, with a goal of providing fun, engaging play spaces for children of all abilities

**6.6 New Resident Welcome Guide**

- Engage realtors and residents to identify the best way to outreach to new residents and what content looks like
- Develop possible formats for the new resident guide
- Create and distribute a new resident welcome guide

**6.7 Increase opportunities to attract the number and diversity of people involved in our community by promoting service on Boards and Commissions**

- Define diversity and establish metrics to measure board and commission diversity and representation
- Utilize multiple modes of communication, interactive materials, shareable content, and friendlier language to communicate information
- Engage the full diversity of the community by addressing common barriers to participation by making meetings and events welcoming and accessible to all, and by overcoming logistical barriers to participation



# STRATEGIC PRIORITY AREA #7 SUSTAINABILITY

**DEFINITION:** *Increase environmental sustainability.*

## ACTION PLAN

**7.1 Create a sustainable city by thoughtfully utilizing our resources to meet our present and future generation’s needs without compromising the ecosystems on which we depend and using the power of our residents to increase sustainability and enhance our resources and economic sustainability**

- Integrate strategies into city programs and operational efforts that will address goals and targets identified in the Sustainability Plan
- Utilize ClearPoint or similar tracking system to track progress of Sustainability and Strategic Plan goals
- Develop budget recommendations for operational programs, capital

improvement projects, community-led initiatives and programs and staffing capacity assessment

- Develop budget recommendations for operational programs, Capital Improvements Projects, community-led initiatives and programs, and staffing capacity assessment

**7.2 Establish applicable interagency/entity relationships necessary for implementation**

- Partner with Xcel Partners in Energy Program and prioritize recommendations

**7.3 Community Engagement**

- Create community stakeholder committee to assist with prioritizing Sustainability Plan
- Create internal stakeholder committee to assist with prioritization by identifying capacity and level of service delivery *[Sustainability Coordinator plans to re-establish internal Green Team in 2024.]*

**7.4 Reduce citywide water use by 30% by 2050**

- Continue offering and evaluating water conservation rebate programs with focus on outdoor reduction methods. Additional funds may be needed to increase participation in programs

■ Achieved   ■ In Progress   □ Not Started   ■ Not Feasible

- Evaluate need to increase funding for water reduction programs and rebates
- Upgrade irrigation infrastructure and monitor inefficiencies and leaks with parks irrigation
- Complete Integrated Water Resources Plan (IWRP)
- Pursue grant funding for conservation programs

### 7.5 Increase waste diversion and increase participation in recycling programs

- Awarded 2019 CDPHE RREO Mini-Grant to introduce event recycling and promote proper recycling to residential users
- Complete a Waste Optimization Study to determine efficacy of current programs to include recycling and composting

- Continue Zero Waste Program for city events, which began at the 2019 Pirate Fest
- Purchase recycling bins for city events
- Create resident recycling awareness program

### 7.6 Explore composting feasibility in the city

- Conduct Residential Composting Feasibility Study, which is part of the Waste Optimization Study

### 7.7 Encourage Healthy Eating Active Living (HEAL) through policy and programs that will contribute to overall health in the Northglenn Community

- Continue implementation of Healthy Meeting Guidelines

- Continue implementation of healthy snack vending machines at the Northglenn Recreation Center, boat house and public facing facilities
- Continue bicycle safety training for new riders at Bicycle Derby and hand out safety gear
- Implementation of Connect Northglenn, encouraging use of added bicycle lanes and pedestrian connectivity

### 7.8 Oil and Gas Regulations

- Update city oil and gas regulations as a result of the passage of Senate Bill 181



## STRATEGIC PRIORITY AREA #8

# INFRASTRUCTURE

### DEFINITION:

*Invest in Northglenn’s infrastructure to provide quality roads, trails, parks, city buildings, water and wastewater systems.*

## ACTION PLAN

### 8.1 Identify and prioritize future transportation investments focused on improving mobility

- Create a Master Transportation Plan that will be a unifying document to integrate the following documents to project short-term needs and long-term goals:
  - *Complete Streets Policy*
  - *Connect Northglenn*
  - *Pavement Condition*
  - *Index School Zone Safety Assessments*
- Complete a citywide assessment of traffic structures to develop a short- and long-

term Capital Improvement Program (CIP) plan. Elements may include the condition of signals, cabinets, traffic poles and pedestrian control

### 8.2 Traffic Calming

- Evaluate the current Traffic Calming Policy for potential changes that may ease requirements for traffic calming measures
- Budget for and transition existing temporary speed humps into permanent asphalt speed humps at the recommended engineering standard

- Provide an annual CIP for traffic calming improvements

### 8.3 All streets are maintained at a PCI rating of 70 or above

- Current Pavement Condition Index (PCI) rating for the city is 60 on collectors and locals with a target (by resolution) of 70. *[Current PCI is 67 as of 2022. The next PCI will be in 2025.]*
- Identify funding for short-term needs to increase the rating and develop a long-term plan to maintain the rating of 70 once reached.
- Conduct a PCI every three years

■ Achieved   ■ In Progress   □ Not Started   ■ Not Feasible

#### 8.4 All sidewalks are ADA compliant and free of trip hazards.

- Develop a residential sidewalk plan that will identify when damaged sidewalks are scheduled for repair by year, based on rating. Within budgeted amount, allow funding for emergency repairs

#### 8.5 Develop and maintain a safe and sustainable water supply

- Develop and implement an Integrated Water Resources Plan (IWRP) to provide and maintain a reliable and sustainable water supply for our community
- Explore and implement additional water efficiency measures to establish long-term goals and encourage efficient use of available water resources
- Explore potential water rights purchasing and storage opportunities as city water demand grows with development
- Utilize the updated Water Master Plan (2019) to develop a CIP plan identifying short-term needs and long-term goals

#### 8.6 Maintain infrastructure and treatment of wastewater for a safe and healthy community and environment

- Finish design and construction of Lift Station A and Forcemain piping to the city's north border

- Utilize the updated Wastewater Master Plan (2020) to develop a CIP plan identifying short-term needs and long-term goals

#### 8.7 Building Codes

- Implement building code update, moving from the 2009 to 2018 International Building Code (IBC) *[The 2021 IBC was adopted in April 2023.]*

#### 8.8 Upgrade parks and recreation infrastructure

- Secure funding to finish the design and construction of Justice Center West Park *[Name changed to Odell Barry Park; design is complete and construction is pending funding.]*
- Continue to utilize the Parks and Recreation Master Plan as a framework for the development of the 5-year CIP, with a goal of completing all planned projects with an identified funding source within the timeline outlined in that document
- Complete the design, construction and opening of the new Recreation Center, Senior Center and Theatre by mid-year 2021 within the total approved project budget of \$53 million, plus any awarded grant funding
- Develop an updated Parks & Recreation Master Plan, including a community needs assessment

- Assess existing maintenance standards and update to reflect the desired level of service necessary to maintain cleanliness of our parks, roadways, sidewalks and city facilities

- Install new fencing to the residential properties in the Village Greens neighborhood adjacent to the Don Anema Memorial Skatepark at E.B. Rains, Jr. Memorial Park

- Explore the possibility of an adventure course for 12 years and older and implement if appropriate *[Incorporated into the design of Odell Barry Park; construction pending project funding]*

#### 8.9 Update and upgrade citywide infrastructure

- Develop a comprehensive entryway signage program

#### 8.10 Identify and evaluate locations to relocate City Hall

- Establish program and budget
- Create an internal stakeholder committee
- Develop timeline for design and construction