



GOLDEN
Vision 2030



action enhance experience City Golden place shared Community sustainability bonds improve plans values home

Adopted December 9, 2010

RESOLUTION NO. 2086

**A RESOLUTION OF THE GOLDEN CITY COUNCIL APPROVING
GOLDEN VISION 2030**

WHEREAS, the Golden community has completed a two year innovative community evaluation of Golden's Heart and Soul community values and prepared the Golden Vision 2030 report; and

WHEREAS, extensive public discussion and input was solicited in the course of public events, activities, workshops and meetings in 2009 and 2010; and

WHEREAS, Planning Commission conducted a public hearing on the adoption and unanimously adopted Golden Vision 2030 on October 6, 2010; and

WHEREAS, City Council finds that adoption of the Golden Vision 2030 report will promote the use of the guiding principles and values articulated therein in the preparation of future policy and strategic plans of the City, as well as in operational and investment decisions.

THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF GOLDEN, COLORADO:

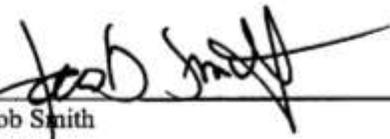
Section 1. Golden Vision 2030 is hereby approved by the Golden City Council.

Section 2. City Council directs Planning Commission to immediately proceed with the comprehensive plan update and resumption of neighborhood planning efforts. City Council further directs City staff to utilize the Golden Vision 2030 Guiding Principles and Community Values in evaluating and recommending policy decisions and operational improvements.

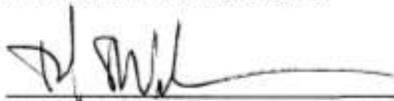
Adopted the 9th day of December, 2010.




Susan M. Brooks, MMC
City Clerk


Jacob Smith
Mayor

APPROVED AS TO FORM:


David S. Williamson
City Attorney

RESOLUTION NO. PC08-31

The Planning Commission of the City of Golden met in regular session on October 6, 2010 and ADOPTED the Golden Vision 2030 Plan and recommended that City Council APPROVE the plan based upon the following findings:

WHEREAS, the Planning Commission is charged by City ordinances to plan for the future growth and development of the community; and

WHEREAS, the Planning Commission in conjunction with the community has completed a two year innovative community evaluation of Golden's Heart and Soul community values and prepared the Golden Vision 2030 Plan; and

WHEREAS, extensive public discussion and input was solicited in the course of public events, activities, workshops and meetings in 2009 and 2010; and

WHEREAS, Planning Commission conducted a public hearing on the adoption of the plan on October 6, 2010; and

WHEREAS, Planning Commission finds that adoption of the Golden Vision 2030 Plan will promote the use of the guiding principles and values articulated therein in the preparation of future policy and strategic plans of the City as well as in operational and investment decisions.

NOW THEREFORE, be it resolved by the Planning Commission of the City of Golden that:

Section 1. The Golden Vision 2030 Plan is hereby ADOPTED by the City of Golden Planning Commission and recommended for APPROVAL to the Golden City Council.

Resolved this 6th day of October, 2010

ATTEST:



Suzanne Stutzman, Vice Chair



Stacy Hussey, Secretary to
Planning Commission

Golden Vision 2030

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Executive Summary

The Golden Vision 2030 project undertaken by the citizens of Golden in 2009 and 2010 demonstrated the community's great commitment to Golden, and a strong consensus about the questions related to "who we are as a community", and "who we intend to be in the future". As you read the following chapters, and as you participate in your community, we hope you will bear a few points in mind about Golden and your role in (and responsibilities to) the community of Golden, Colorado.

Celebration

Golden, Colorado is an amazing place and a true community. Goldenites have always known this, and the Golden Vision 2030 process has only emphasized the way we cherish and try to protect our community. Take an opportunity to read, watch and enjoy the community stories captured for this project that are available in the expanded document, and on line at www.cityofgolden.net/goldenvision2030. These stories from your neighbors are the basis of the guiding principles, Heart & Soul community values, and all of the policies and regulations that will follow. These stories are also a gift to past, current, and future residents so that we all can appreciate that which makes Golden "Golden".

Who We Are as a Community

As you read Chapter 2 which details the guiding principles and community values identified by the Golden Vision 2030 project, consider that who we are as a community can be summarized into four points:

- ***Our city government is responsive, approachable, good at listening, welcomes participation and involvement, is fair to all parts of the city and is accountable.*** This first of our two guiding principles describes a commitment to the way the City of Golden intends to operate to provide services to the community and to strive to help the community achieve its goals. The above statement includes the four necessary elements of transparency and government openness, respect for others, fiscal responsibility, and fairness and ethical treatment for all.
- ***Our community values require that we direct and manage change, assure smart growth (transportation & development), affordable housing, and sustainability. As a community, we expect sustainability that preserves the small town look, feel and character.*** This second guiding principle reflects the community's expectation that Golden will affirmatively define its desired future in terms of major land use, infrastructure, and public amenities. Throughout this process, the

community was and is adamant that Golden needs to define its desired future and work to achieve it. The community wants and expects the City to proactively identify desired future land use and infrastructure patterns and forms and not simply react to land owner or developer proposals. The community expects the City to define, manage, and to some extent control change.

- ***We have identified several core community values referred to in this document as Heart & Soul community values since they define our identity as a community. The complete list of community values in Chapter 2 can be summarized under one main category - “A healthy and sustainable community for today and for those who follow”.*** The Heart & Soul values in Chapter 2 comprise a set of community elements that are consistently very important to Golden residents in most or all situations. These values are to be a substantial consideration in all major community decisions.
- While the development of the guiding principles and community values in Chapter 2 were a critical component of the effort, it is the commitment to base future decision making on these principles and guidelines that is the true force of the Golden Vision 2030 project. The decision making guidelines described in Chapter 3 and their implementation in city codes and administrative regulations will assure that City decisions consider and address our Golden Vision 2030 ideals for years to come.

Chapter 1

Introduction

Golden Colorado is our town. Its' future is our future. And we the community are assuming responsibility for this future.

With this statement, the community of Golden, Colorado is continuing on a journey, begun more than 150 years ago, to assure that it is, and always will remain, a community true to a set of core, Heart & Soul values. Golden Vision 2030 is the articulation of our community values – the characteristics that make Golden what it is today. It is also a guide to help community members and City officials evaluate the issues and decisions we will face in the coming years. This document will help us assure that the Golden of 2030 is still true to the community values of today.

Background

The City of Golden has long sought to protect and maintain its defining character and quality of life, and to be guided by innovative community plans and efforts. Starting in the 1980's, Golden's City Council began a proactive effort to chart a future and to revitalize the downtown area. The Vision 2010 Comprehensive Plan of 1993 and the 2003 Comprehensive Plan Update were both based upon the vision of Golden as a progressive smaller community of desirable, walkable neighborhoods; a vital downtown; and a respect and support for preserving and sustaining our environment. The shortcoming of these two plans is that while they accurately described our value based vision, they were considered less useful in guiding decisions to maintain and achieve the community's vision.

Beginning in about 2006, City Council began discussing potential community plan changes that would help better guide our efforts to achieve the community vision. In March, 2008, the City applied to the Orton Family Foundation for a grant to assist in a community visioning and planning project. In June 2008, Golden was announced as one of four communities in the country approved to work on the current round of such a Heart & Soul planning project with the Orton Family Foundation.

From the start, this project was different in scope and approach from prior community planning efforts. The City committed to working jointly with a very broad and diverse group of stakeholders to develop shared values based vision for the community, and implementing actionable programs and projects to achieve that vision. This unique approach was characterized by the project goals and structure. The project goals identified in the Spring of 2009 included:

1. Engage the entire Golden community in Golden Vision 2030 more completely and successfully than any of Golden's previous public processes.

2. Identify and articulate the attributes that make Golden, Golden. In other words, describe the very Heart & Soul values of our community.
3. Apply Golden's Heart & Soul community values to align and update the City's various policy documents, strategic investment opportunities, and action plans to ensure that Golden's land use and community planning decisions reflect and support Golden's Heart & Soul values.
4. Apply experiences from Golden Vision 2030, the shared community process and the bonds created or strengthened, to enhance our community's capacity and willingness to collaborate on all aspects of community.

The key to the start of the project was our commitment to gathering the Heart & Soul values of the community through community conversations and storytelling. Over the course of the next six months, the project team collected over 350 stories of Golden in several formats. Eventually these stories led to the guiding principles, community values, and decision making guidelines in this plan.

What is Golden Vision 2030

Golden Vision 2030 (GV 2030) is not specifically a community or master plan. Rather it is an articulation of an integrated set of core community values that will guide the City (and to some degree the community) in setting overall direction and in decision making for the next several years. GV 2030 assembles and creates a context and framework for presenting and using the primary or core community values to guide City decisions and actions. For purposes of the process, the core community values are referred to as the Heart & Soul values of the community; those essential qualities or beliefs that describe what Golden is and must remain.

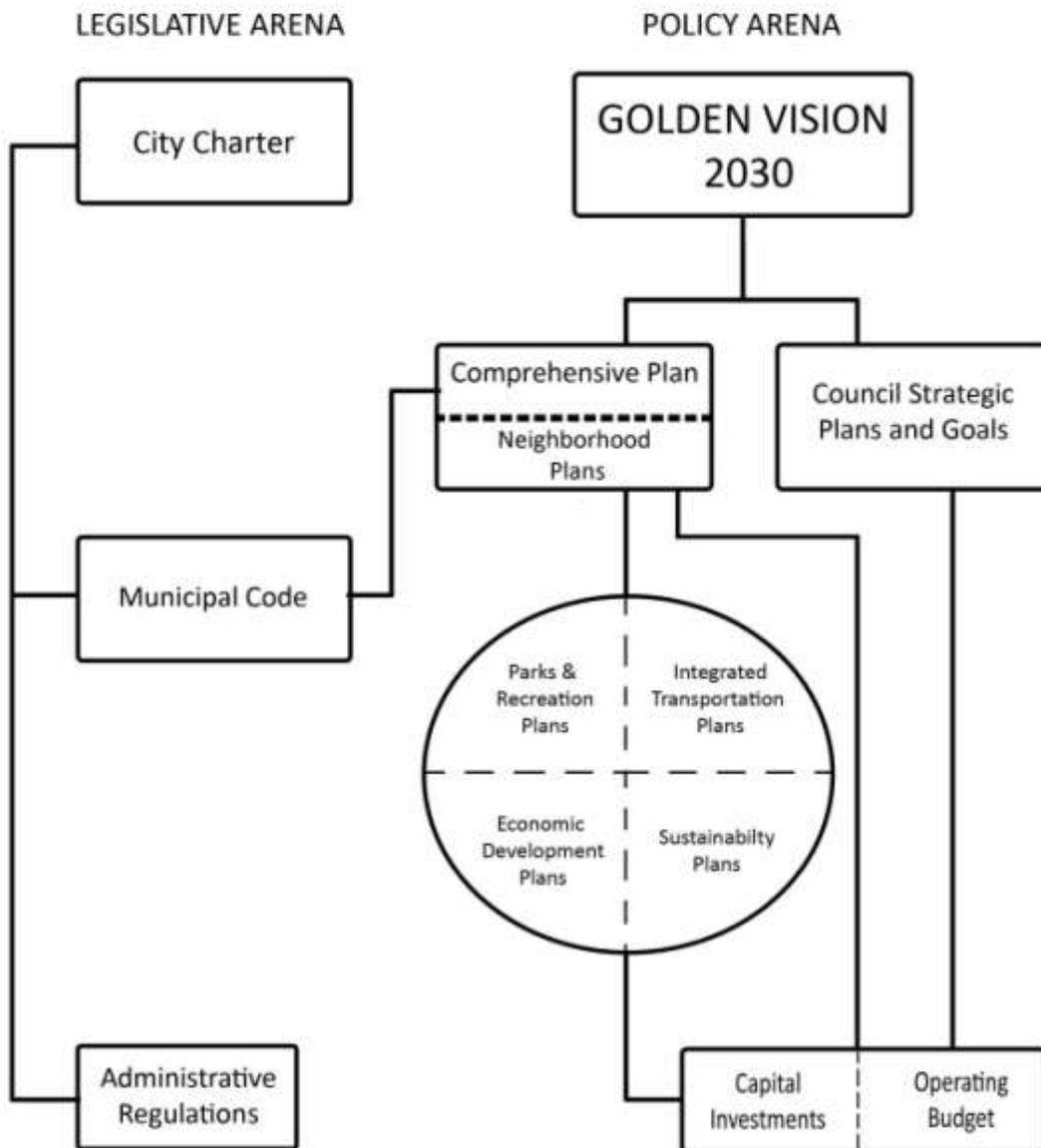
The most important elements of GV 2030 are the integrated community values and the Guiding Principles that will become the decision making model for the community for the foreseeable future.

How will GV 2030 Be Used

GV 2030 will be used as guidance for the City in the Legislative and Policy Arenas. Figure 1 depicts how the document will guide and affect decisions and actions. The document serves as the overall philosophical and policy directive for the City's policy and planning documents and municipal code. By providing a consistent community values position and decision making framework, the City government and the community can assure that our laws and actions support our community values. GV 2030 will be used in a few ways:

- Policy Framework. Whenever the City is preparing or updating planning documents, like the Comprehensive Plan, neighborhood plans, Parks and Recreation Master Plan, and other strategic and economic plans, GV 2030 will be the starting point and philosophical and policy guide for the project.
- Land Use Decisions. With the incorporation of the GV 2030 values and decision making guidelines into the 2011 Comprehensive Plan update, our Heart & Soul community values will formally become part of the criteria for review of annexations, rezoning, and special use permits.
- Code Changes. The Golden Municipal Code is a lengthy document that addresses a wide variety of topics from land use and development to building codes, business licenses, and traffic and other codes. While a complete review of the Municipal Code for consistency with our GV 2030 values is not feasible, City Council will utilize the GV 2030 values and decision making guidelines as part of the review of all municipal code changes. In addition, the City will conduct targeted review of the Municipal Code seeking areas that need to be updated based upon these values.
- Community Investment Decisions. One of the main ways that the City of Golden can support our community values is through community investments in infrastructure, facilities, and amenities. City Council will use the GV2030 values in considering capital and operating budgets, and specific investment decisions.

FIGURE 1
How Golden Vision 2030 will be used



How GV 2030 Will be Changed and Updated

Because GV 2030 creates a philosophical and policy framework for other planning or strategic documents, it is not considered as fluid or in need of regular review with the same frequency as its implementation documents. However, it is necessary to have a review schedule and process, as well as a process for handling community requests for updates or changes.

The City commits to have the Planning Commission and City Council conduct a review of the GV 2030 guiding principles, Heart & Soul values, and decision making guidelines no later than ten (10) years after adoption, and sooner if conditions warrant. The implementation and specific policy recommendations to be described and contained in the Comprehensive Plan update and future strategic documents are all more time sensitive and will require on-going review and update. The schedule for these updates is contained in each specific document.

Any citizen or group of citizens, that believe a specific guiding principle or value statement needs to be amended, or new ones added, is welcome to discuss the proposed change with other citizens, and to bring the request to discuss such change to Planning Commission. In order to start the process, stop in and talk to the Planning and Development Department staff, and they will assist you with any forms or required submittals. Based upon the nature of the change and level of community support, Planning Commission will determine whether to recommend a change to City Council.

Chapter 2 Golden's Heart & Soul Values

As a result of the community input and participation in the project, a series of overall community value themes were identified, and subsequently tested and refined in two community summits in May and June 2010. The further refinement of the various themes demonstrated that Golden's Heart & Soul community values are best depicted as:

- A set of overall or guiding principles; and
- A comprehensive set of values for City policy decisions and actions presented below according to the series of value themes.

Guiding Principles

The concept of Guiding Principles results from the overwhelming emphasis placed on the below two philosophic principles by the participants in the Golden Vision project. They are derived from the hundreds of stories we collected, the individual conversations, and the various community summits. These two structural principles are the foundation upon which the Golden community intends to act and make decisions:

I. Responsive Government

Our city government is responsive, approachable, good at listening, welcomes participation and involvement, is fair to all parts of the city and is accountable.

The first guiding principle describes a commitment to the way the City of Golden intends to operate to provide services to the community and to strive to help the community achieve its goals. The above statement includes the four necessary elements of transparency and government openness, respect for others, fiscal responsibility, and fairness and ethical treatment for all.

II. Controlled and Directed Change

Our community values require that we direct and manage change, assure smart growth (transportation & development), affordable housing, and sustainability. As a community, we expect sustainability that preserves the small town look, feel and character, of Golden for today and for future residents.

- *The rate of community change will reflect and enhance our character.*
- *The diverse housing options will provide opportunity to a wide spectrum of residents.*
- *As a community, we will take responsibility for our impacts, and recognize and address the impacts upon us from other communities and the region.*

The second guiding principle reflects the community's expectation that Golden will affirmatively define its desired future in terms of major land use, infrastructure, and public amenities. Throughout this process, the community was and is adamant that

Golden needs to define its desired future and work to achieve it. The community wants and expects the City to proactively identify desired future land use and infrastructure patterns and forms and not simply react to land owner or developer proposals. The community expects the City to define, manage, and to some extent control change.

Community Values

The Heart & Soul values comprise a set of community elements that are consistently very important to Golden residents in most or all situations. They were created and directly written by the citizens of Golden at the March and June 2010 community summits. These values are to be a substantial consideration in all major community decisions.

Value Theme A – Accessible and Walkable

We value being a community which is walkable, bikeable, and accessible to all.

1. We will provide safe, convenient and well-maintained biking and walking opportunities appropriate for all ages and ability levels.
2. We are committed to providing convenient and affordable public transportation and commuter options.
3. We commit ourselves to fostering multi-modal opportunities (trails, paths, pedestrian bridges, roads) that enhance and maintain universal access, mobility and connectivity within and throughout the community.

Golden Vision 2030 Guiding Principles and Community Values

Guiding Principles

These two structural principles are the foundation upon which the Golden community intends to act and make decisions:

Responsive Local Government

Our city government is responsive, approachable, good at listening, welcomes participation and involvement, is fair to all parts of the city and is accountable.

Controlled and Directed Change

Our community values require that we direct and manage change, assure smart growth (transportation & development), affordable housing, and sustainability. As a community, we expect sustainability that preserves the small town look, feel and character.

Community Values

The Heart & Soul values comprise a set of community elements that are consistently very important to Golden residents in most or all situations. These values are to be a substantial consideration in all major community decisions. As defined in this document our community values include:

- A. **An accessible and walkable community**
- B. **Active outdoors and the environment**
- C. **Safe, clean and quiet neighborhoods**
- D. **Support for local business and downtown**
- E. **Convenience and community amenities**
- F. **Support for our history, culture and education**
- G. **A family and kid friendly town**
- H. **Friendliness and appreciation of our neighbors**
- I. **Our sense of community**
- J. **Belonging/volunteerism**

Value Theme B – Active Outdoors/ Environment

We value being an active, healthy community that appreciates the outdoors and our connection to the natural environment.

1. We value the natural beauty of Golden, located in a valley bounded by the foothills and two scenic mesas.
2. We value proximity to open space and natural beauty and we will preserve access to experience these.
3. We value the health and well-being of our community and will provide indoor and outdoor facilities, organized activities and programs to support active living for all ages.
4. We value Clear Creek as a heart & soul element of Golden and will actively preserve and enhance its character for future generations.
5. We value self-directed recreation and will preserve and maintain trails for biking, hiking, climbing and other outdoor pursuits.
6. We value the natural beauty of unique geologic features, extended stretches of the foothills, and unbroken stretches of natural environments that define Golden as a place.

Value Theme C – Safe, Clean, Quiet Neighborhoods

We value safe, quiet, clean, well-maintained neighborhoods.

1. We will be a place where we can go anywhere at any time and feel safe.
2. Our city will have clean, well-maintained neighborhoods and streets.

Value Theme D – Local Businesses and Downtown

We value supporting our local businesses/and keeping a vibrant downtown for future generations.

1. We believe that it is important to maintain an environment which encourages a variety of quality and locally owned businesses and restaurants so that residents of Golden can purchase locally while continuing to encourage visitors to visit Golden and support our local businesses.
2. We will encourage/promote downtown events and activities that enhance life and connect people.
3. We value the character of downtown (its size and varied architecture). Therefore, it is important to preserve, enhance and complement the historic buildings downtown with both public and private investments. The streetscape, walkability and accessibility are critical in this effort.
4. We value joint efforts by business people, volunteers and city government as important drivers to promote business success and preserve the historic look and feel of Golden.

Value Theme E – Convenience/ Amenities

We value retaining convenience to services and amenities/and our proximity to Denver and mountains.

1. We value the proximity to Denver and the mountains, while maintaining our geographic separateness.
2. We value the convenience of services and amenities within Golden (including schools, work, shopping, medical, cultural and recreational opportunities).
3. We value access to public and private transportation options within and beyond the community.

Value Theme F – History/Education

We value our appreciation of history and the arts/support for quality education.

1. We value our diverse and multigenerational continuity, excellence at all educational levels with connections to the community.
2. We value an excellence in quality and pride of the preservation and promotion of the arts and their place in providing and supporting community connections and values.
3. We value community organizations/collaboration between public and private groups to allow for preservation of our historical and cultural assets, while providing continuity with the future.
4. We support lifelong learning via our public library, museums, educational institutions and cultural facilities.

Value Theme G – Family and Kid Friendly

We value being a family /kid-friendly/kid-supportive community.

1. We will foster a sense of family in our community that is safe for our children.
2. We value a kid friendly environment, with family activities and events both indoors and outdoors.
3. We will develop opportunities to foster stability and maintain excellent schools as is important to the positive development of our children.

Value Theme H – Friendliness / Neighbors

We value maintaining friendliness and connections with neighbors and other residents.

1. We value having friendly and welcoming neighbors that create helpful, caring and respectful neighborhoods.
2. We value being a connected Golden community through events, parks, local merchants, organizations, schools, government, trails and Clear Creek.

Value Theme I – Sense of Community

We value keeping and enhancing our sense of community pride, our diversity, inclusiveness and tolerance of others, and our community character and community events.

1. We value the small town feel that includes the best of both worlds, a natural environment and proximity to a metropolitan area.
2. We value a community supported by a diversity of people, generations, activities, public spaces and amenities, enhanced by intimate and social connections and a sense of security and tradition.

Value Theme J – Belonging/ Volunteerism

We value our sense of belonging and involvement in the community/volunteerism.

1. We are a community that provides multiple and varied opportunities to be involved and serve others based on common interest and focus.
2. We are a community that respects all of its citizens – their needs, contributions and desire to be involved – regardless of age or life circumstances.
3. We are a community that seeks input and engagement with residents in decision making regarding future city policy and direction.
4. We are a community that encourages volunteerism, civic involvement, personal responsibility, care for others and respectful sharing of values and opinions of all ages, backgrounds and needs.

Community Commitment

By committing ourselves as a community to these principles and values, we will together create and maintain this vision for our future.

Chapter 3 Community Decision Making Guidelines

The Golden Vision 2030 project allows the development and implementation of a set of tools and guidelines for community decision making that supports the community values contained in this document. Golden residents participating in the GV2030 process wanted a local decision making process that engages citizens early, and predictably leads to community decisions that advance our community vision and values. The set of decision making guidelines described in this chapter will maintain the transparency and predictability of local decisions, and further demonstrate support for our community values. City government decisions will be made according to the following guidelines.

General Decision Making Guidelines

Guidelines for making all types of City policy decisions are described below and in Figure 2, on the following page. The text and graphic depict a two stage decision making process related to the guiding principles and an analysis of the community Heart & Soul values.

1. Conformance with Guiding Principles

The first step in any decision making process is the assurance by the City that the decision under consideration meets the requirements of the two guiding principles. The decision making process must demonstrate the four necessary elements of the first guiding principle of a responsive local government (transparency and government openness, respect for others, fiscal responsibility, and fairness and ethical treatment for all).

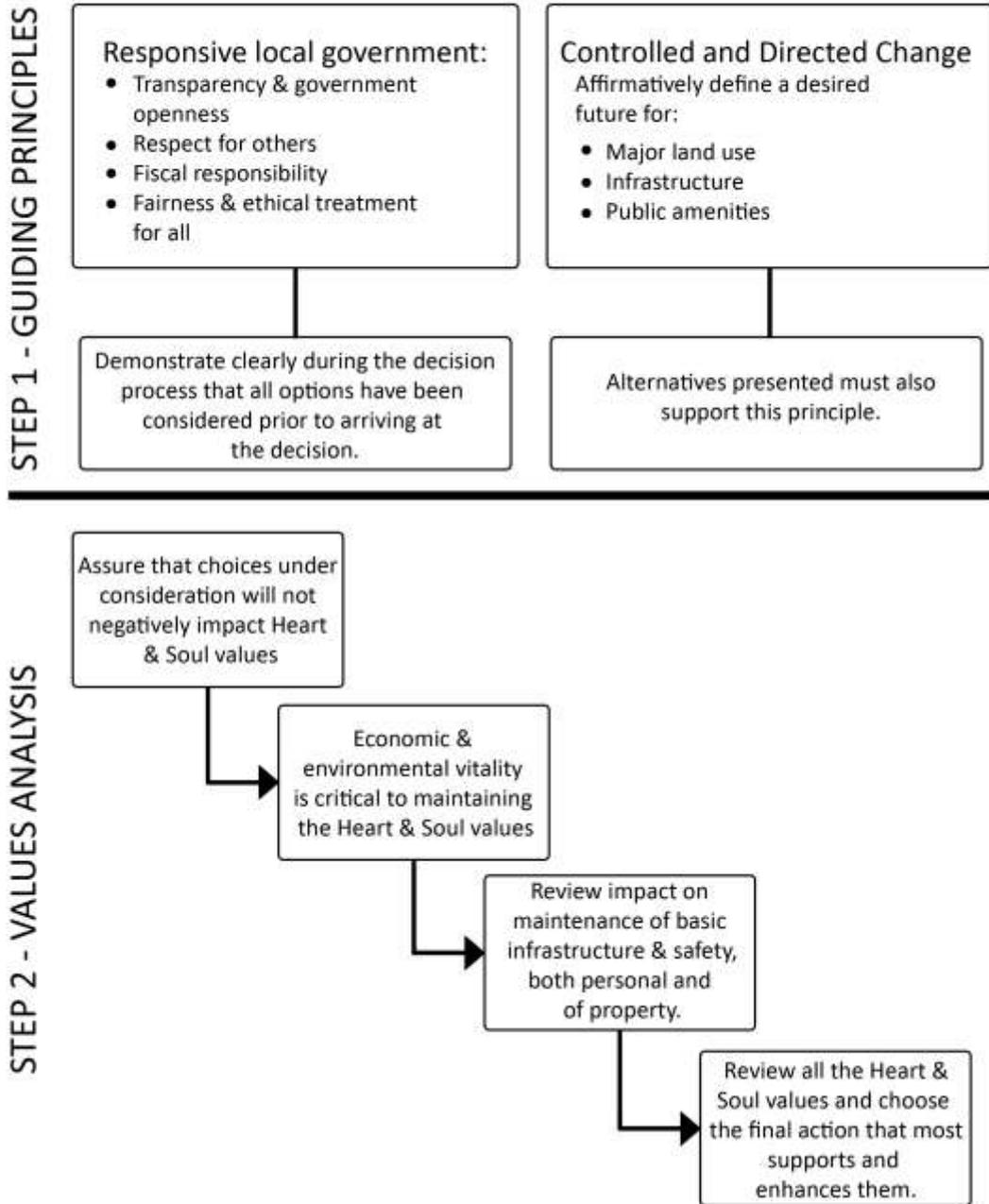
The second guiding principle reflects the community's expectation that Golden will affirmatively define its desired future in terms of major land use, infrastructure, and public amenities. Before moving into a specific values based analysis of the options to be considered, we must assure that any alternatives given serious consideration support this principle of community control for our community destiny:

“We value controlled change, affordable housing, smart growth (transportation & development) and sustainability. As a community, we value sustainable growth that preserves the small town look, feel and character of Golden for today and for future residents.

- The rate of community change will reflect and enhance our character.
- The diverse housing options will provide opportunity to a wide spectrum of residents.

- As a community, we will take responsibility for our impacts and recognize and address the impacts upon us from other communities and the region.

FIGURE 2
General Decision Making Guidelines



2. Values Based Analysis

Following the above two main guidelines, decisions makers should:

- Avoid any decision that will likely cause a significant negative impact to a Heart & Soul value.
- Recognize that the continued economic and environmental sustainability of the community is critical to maintaining our Heart & Soul community values.
- Upon a determination that a policy decision will not cause a significant negative impact to any Heart & Soul value, or damage the economic or environmental vitality of the community, the next level of analysis should start with a review of impact on maintenance of the basic infrastructure of the community and the safety of residents, property owners, employees, and visitors. Basic infrastructure and safety, both personal and of property, is the primary function of the City organization.
- Upon completion of the review of impact to infrastructure and safety, and a determination that a specific policy decision will not cause specific harm thereto, the decision maker should review all of the Heart & Soul values and choose the course of action that best supports and enhances the overall Heart & Soul community values.

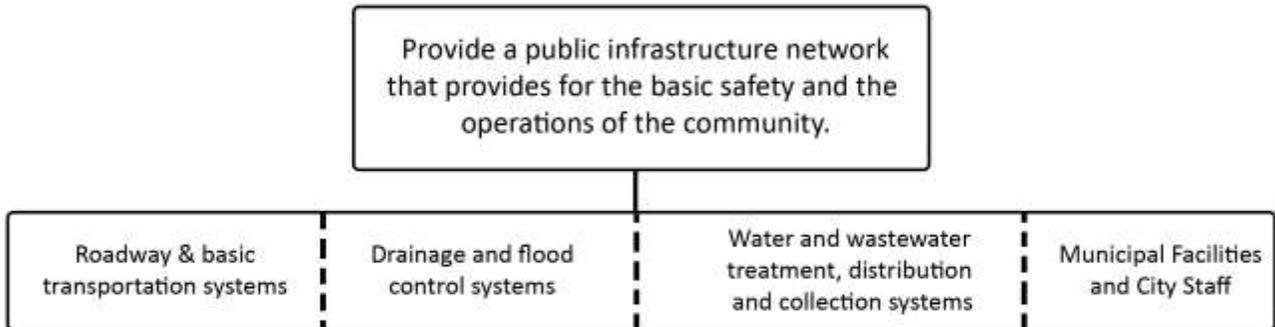
Community Investment

The City's community capital investment decisions are traditionally based upon three distinct, but compatible, purposes. The community values discussion in the Golden Vision 2030 project continue to support these three purposes, as depicted below and on Figure 3 on the following page.

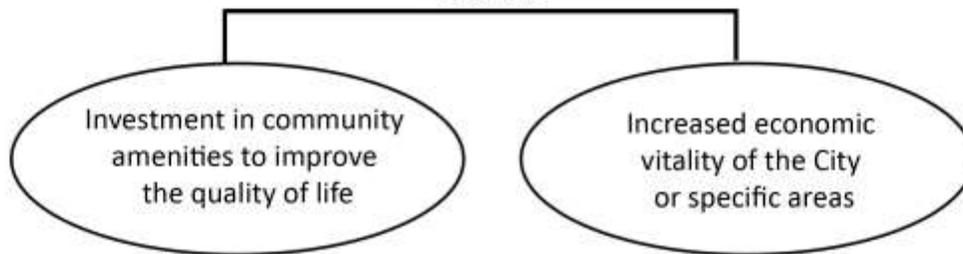
- The City's core business is based upon the responsibility to provide a public infrastructure network that provides for the basic safety and operations of the community. The elements of this basic infrastructure include:
 - Roadway and basic transportation systems.
 - Water and wastewater treatment, distribution, and collection systems.
 - Drainage and flood control systems
 - Municipal facilities and staff resources to deliver services

FIGURE 3
Community Capital Investment Priorities

LEVEL 1



LEVEL 2



- Parks & Open Space
- Trails & additional walkways
- Community golf course
- Community center, Splash & other recreational facilities
- City museums & cultural support

EXAMPLE PROJECTS:

- Downtown streetscape
- S. Golden Rd. streetscape and roundabout projects
- Investments near the Interplaza project

The support of the first and second guiding principles and the various Heart & Soul values requires a firm commitment to maintenance and upkeep of the above systems as the highest investment priority.

- A second capital investment purpose traditionally employed by Golden and supportive of our Heart & Soul community values involves investment in community amenities to improve our quality of life. Golden has enjoyed the ability to make substantial investments in these community amenities:
 - Parks and Open Space
 - Trails and additional walkways
 - A self sustaining community golf course
 - Community Center, Splash and other recreational facilities
 - City museums and cultural support.

A great many of our community values relate to the way that the above investments have created the community that is cherished by residents, employees, and visitors alike. These investments should be continued if at all possible.

- The third major capital investment purpose includes investments whose primary purpose is the increased economic vitality of the City or specific areas. In the past, the City has been successful in using public infrastructure investments to help encourage private investment. Examples include the downtown streetscape project, South Golden Road streetscape and roundabouts project and investments near the Interplaza project. These investments help create an environment where the City can maintain and improve a strong tax base and fiscal position to fund the amenities and programs supportive of our community values.

In coming years, City Council will be able to use the guidance of the Golden Vision 2030 process and values to prioritize community capital investments for the above purposes.

Land Use Decisions

Much of the community's interest in the Golden Vision 2030 process, as well as its interaction with city government, involves decisions about public and private land use changes. In addition to the general guidelines above, discretionary land use changes will be required to demonstrate consistency with the guiding principles and community values as a minimum requirement. The Golden Vision decision making criteria for these types of decisions will need to be legally incorporated into the Municipal Code and

administrative regulations. At a minimum, the processing and evaluation of discretionary land use decisions will include the following:

- Increased use of neighborhood meetings throughout the process, not just the one pre-application meeting currently required.
- Increased internet access to application materials to allow better information to interested neighbors.
- Requirements that applicants address how their projects support the guiding principles and community values.
- Specific criteria in the municipal code to include the community values in project evaluation.



City of
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