

Strategic Action Plan

2022



City of
Golden



ACHIEVING CITY COUNCIL'S SUCCESS FACTORS

GOLDEN'S STRATEGY - FIVE SUCCESS FACTORS



Active, Connected and Sustainable

Golden thoughtfully plans to create comprehensive, connected infrastructure, services, amenities and preserve a beautiful community existing in harmony with the natural environment.



Affordable and Thriving

Golden strives to reduce barriers to affordable living and nurture local business.



Safe, Inclusive and Engaged

Golden is a safe community that works to engage and include all people and provide them with an equal opportunity to thrive.



Respected and Relational Governance

Golden builds trusted relationships through transparency, engagement, and collaboration locally and regionally.



Quality Services

Golden balances fiscal responsibility with creativity and innovation to fund and deliver quality public services today and in the future.



ABBREVIATIONS & SYMBOLS

ALL	All City Departments		
CAO	City Attorney's Office		
CED	Community & Economic Development	GURA	Golden Urban Renewal Authority
CLK	City Clerk's Office	HR	Human Resources Department
CMO	City Manager's Office	IT	Department of Innovation & Technology
COMM	Communications	P&R	Parks & Recreation Department
DDA	Downtown Development Authority	PW/E	Public Works & Engineering
FIN	Finance Department	SUST	Sustainability
FTGC	Fossil Trace Golf Club		
GCC	Golden Community Center		
GFD	Golden Fire Department		
GHM	Golden History Museum & Park		
GMC	Golden Municipal Court		
GPD	Golden Police Department		





Active, Connected and Sustainable

Golden thoughtfully plans to create comprehensive, connected infrastructure, services, amenities and preserve a beautiful community existing in harmony with the natural environment.

Strategic Action		Lead Dept	Support Dept(s)	Target Timeframe	Connection to Prior Plans and Goals
1a	Adopt The Final Design Concept for The Heart of Golden Project	CMO	ALL	Q1 - Q3 2022	The 2011 Clear Creek Corridor Master Plan lead to purchase of additional land and expansion into the Heart of Golden project.
2a	Complete Colfax Corridor Construction	PW/E	CED/ GURA	Q4 2022 - Q4 2024	Tier 1 project from City Council adopted Transportation Master Plan . Also in South Neighborhoods Plan and West Colfax Urban Renewal Plan .
3a	Adopt Net-Zero Energy Codes	SUST	CED	Q1 - Q4 2022	City Council adopted an energy goal to reduce consumption of electricity by 15% by 2030 and reduce consumption of natural gas by 15% by 2030. Learn more.
4a	Community Solar Gardens Partnership	SUST		Q1 -Q3 2022	City Council adopted an energy goal to 100% renewable energy for electricity by 2030 and 100% renewable for heating by 2050.
5a	Adopt City Fleet Electrification Plan	SUST	FIN	Q1 - Q2 2022	City Council adopted an energy goal of 20% fossil fuel-free transportation sector by 2030 and 100% fossil fuel-free transportation sector by 2050.
6a	Expand Recycling and Organics Services	SUST	P&R	Q2 - Q3 2023	City Council adopted a waste goal to reduce total landfill contribution by 40% by 2030.
7a	Complete US 6 & Heritage Design	PW/E		Q2 2021 - Q4 2022	US 6 & Heritage is an important aspect of the Golden Plan , a regional solution to area traffic concerns.
8a	Adopt an Open Space Master Plan – Phase One	P&R		Q2 2021 - Q3 2022	Project focused on Golden 2030 Value Theme B- Active Outdoors/ Environment: We value proximity to open space and natural beauty. Learn More.
9a	Conversion of All Streetlights to LED Lights	PW/E	SUST	Q1 2022 - Q1 2024	City Council adopted an energy goal to 100% renewable energy for electricity by 2030.
10a	Adopt Bicycle and Pedestrian Master Plan	CED	PW/E	Q3 2022 - Q3 2023	Tier 1 project from City Council City Council adopted Transportation Master Plan .
11a	Pilot Delong Park Organic Program	P&R		Q1 - Q3 2022	Project focused on Golden 2030 Value Theme B- Active Outdoors/ Environment: <i>We value proximity to open space and natural beauty.</i>





Affordable and Thriving

Golden strives to reduce barriers to affordable living and nurture local business.

Strategic Action		Lead Dept	Support Dept(s)	Target Timeframe	Connection to Prior Plans and Goals
1b	Adopt Zoning Code	CED	CAO	Q2 - Q4 2022	New zoning code prioritized to reflect the work in the 2017 Comprehensive Plan . Learn More .
2b	Complete Housing Needs and Strategies Assessment Funded by The Affordable Housing Planning Grant From DOLA	CMO	CED	Q1 - Q4 2022	Affordable Housing for the Community prioritized in the 2017 Comprehensive Plan (pg. 31-35) .
3b	Participate Golden Hills Park Preservation	CMO	CED	Q1 - Q4 2022	Manufactured Housing prioritized in the 2017 Comprehensive Plan (pg. 32) .
4b	Plan For Two Additional Affordable Housing Development Sites	CMO	CED	Q1 - Q2 2023	Affordable Housing for the Community prioritized in the 2017 Comprehensive Plan (pg. 31-35) .
5b	Evaluate RFP Process for Special Events with New Requirements and Fee Structure	COM		Q1 - Q2 2022	Encourage/promote downtown events that enhance life and connect people prioritized in the 2017 Comprehensive Plan (pg. 13) .
6b	Determine uses and distribution process for Visitor Impact and Thriving Projects Portions of Lodging Tax Funds	CMO		Q1 - Q4 2022	Increased economic vitality discussed in Golden 2030 and Adopted as Ord. 2170 .
7b	Adopt Policy for Retail Marijuana Licensing and Determine Uses and Process for Marijuana Funds	CMO		Q1 - Q3 2022	Increased economic vitality discussed in Golden 2030 and referred to the ballot by City Council in Resolution 2801 .
8b	Establish A Plan for Providing Quality Multi-Use Fields to The Community	P&R		Q1 - Q3 2022	The 2016 Parks and Recreation Master Plan pg. 157 notes the demand for multi-use fields and includes Rooney Road which is not currently a viable option due to turf challenges.
9b	Adopt New Creek Strategies For 2022 And Create an Annual Process for Creek Review That Can Be Completed and Updated Each Year	CMO	ALL	Q1 - Q3 2022	The Management of Clear Creek prioritized in the adopted 2014 Clear Creek Management Plan .
10b	Evaluate Overall Parking Strategy and Develop a Framework for Evaluating Fixed Route Shuttle Service Needs	CED	CMO	Q2 2022 - Q2 2023	Evaluation of the downtown strategy adopted by Council in 2016 Resolution No. 2506 .





Safe, Inclusive and Engaged

Golden is a safe community that works to engage and include all people and provide them with an equal opportunity to thrive.

	Strategic Action	Lead Dept	Support Dept(s)	Target Timeframe	Connection to Prior Plans and Goals
1c	Adopt Racial Equity Diversity Inclusion Plan	CMO	ALL	Q1 2021-Q3 2022	Council Adopted Resolution No. 2748 Declaring Commitment to Anti-Racism Actions. Learn More .
2c	Develop a Transition Plan for The Americans with Disabilities Audit (ADA)	PW/E	ALL	Q2-Q4 2022	Prioritized as the next phase of the Americans with Disabilities Audit and outlined in the Nondiscrimination on the Basis of Disability in State and Local Government Services .
3c	Complete Design and Construction of Park Facilities at The Bachman Property	P&R		Q4-2023- Q4 2025	Bachman Park prioritized as a park in an Identified Gap Areas through Additional Land Acquisition and Preservation in 2016 Parks and Recreation Master Plan (pg. 98). Also in South Neighborhoods Plan .
4c	Evaluate Automated Options for Traffic Safety and Traffic Noise Mitigation	PD		Q2-Q3-2022	Prioritized as Golden 2030 Value Theme C – Safe, Clean, Quiet Neighborhoods.
5c	Define Cultural Goals and Engagement Opportunities	CMO	P&R	Q2-Q4 2022	Cultural (art) vision prioritized in the 2017 Comprehensive Plan (pg. 16) .
6c	Adopt Public Art Framework Plan	CED		Q2 2021-Q3 2022	Cultural (art) vision prioritized in the 2017 Comprehensive Plan (pg. 16) .
7c	Conduct the National Community Survey	COMM		Q1 2022-Q3 2022	Prioritized as Guiding Principle 1: Responsive Government in Golden 2030 .
8c	Conduct The Community Assessment Survey for Older Adults (CASOA)	CMO	ALL	Q2 -Q3 2022	Prioritized as Guiding Principle 1: Responsive Government in Golden 2030 .
9c	Conduct Boomer Bond Assessment	CMO	ALL	Q2- Q4 2022	Prioritized as Golden 2030 Value Theme I: A community supported by a diversity of people, generations, activities, public spaces, and amenities.





Respected and Relational Governance

Golden builds trusted relationships through transparency, engagement, and collaboration locally and regionally.

Strategic Action		Lead Dept	Support Dept(s)	Target Timeframe	Connection to Prior Plans and Goals
1d	Establish consistent animal ordinances throughout Jefferson County with our role on Foothills Animal Shelter Board	CMO		Q3-Q4 2022	Golden is committed to the success of the Foothills Animal Shelter and has an agreement with other cities in the county to support.
2d	Engage with RTD as it redefines its role in transit on the community level	CED	CMO	Q1-Q4 2022	Transit Strategy adopted by City Council as part of the 2017 Transportation Master Plan .
3d	Plan and Fund Two Jefferson County Regional Navigation Center Sites	CMO		Q2 2022-Q4 2023	Homelessness Prevention prioritized in the 2017 Comprehensive Plan (pg. 35) .
4d	Establish The Police Community Engagement Group	PD		Q2-Q4 2022	Prioritized as Guiding Principle 1: Responsive Government in Golden 2030 .
5d	Adopt American Indian Ethnography of The Golden Region Project	MUES		Q2 2021-Q2 2022	City Council Proclaimed October 11 as Indigenous Peoples' Day and the Study, as a first step in learning and establishing relationships with the Indian Ethnography of Golden.



Quality Services

Golden balances fiscal responsibility with creativity and innovation to fund and deliver quality public services today and in the future.

Strategic Action		Lead Dept	Support Dept(s)	Target Timeframe	Connection to Prior Plans and Goals
1e	Adopt Crisis Communications Plan	COMM	PD/GFD	Q2-Q4 2022	Prioritized as Guiding Principle 1: Responsive Government in Golden 2030
2e	Wildfire Mitigation Plan Education and Awareness	GFD	COMM	Q1-Q3-2022	Prioritized as City Council Adopted the 2021 Community Wildfire Protection Plan .
3e	Provide A Tool for Community Complaints/Questions with Promotion and Ticketing to Track Effectiveness.	COMM/IT	ALL	Q1-Q3 2022	Prioritized as Guiding Principle 1: Responsive Government in Golden 2030
4e	Provide Online System for Electronic Plan Review and Permitting Software Solution	IT	PW/CED	Q2 2021-Q3 2022	Prioritized as Guiding Principle 1: Responsive Government in Golden 2030 .
5e	Evaluate Broadband Options Presented in The Request for Information from Interested Providers	IT	CMO	Q2-Q3 2022	Prioritized as part of the 2019 Fiber Master Plan & Broadband Study .
6e	5G Code Modification and Program Development	PW/E		Q1-Q3 2022	Further Refinement of Ord 2064 . Regarding regulation of telecommunications facilities.
7e	GFD Service Level Discussion and Implementation	GFD		Q1-Q4 2022	Prioritized in the Golden Fire Department Strategic Plan 2021-2023 Goal 13:(Services) Provide the highest possible level of public safety by delivering services that meet or exceed our community's expectations and are fiscally responsible.
8e	Complete Lead Pipe Service Line Inventory of City and Create Replacement Strategy	PW/E		Q1-Q4 2022	Prioritized as Golden 2030 Value Theme C – Safe, Clean, Quiet Neighborhoods.
9e	Adopt 2021 International Building/Fire Code (IFC)	PW/E FIRE		Q2-Q3 2022	Prioritized as Golden 2030 Value Theme C – Safe, Clean, Quiet Neighborhoods.
10e	Evaluate Workplace Environment for Retention and Recruitment	HR	CMO	Q1-Q3 2023	Prioritized as Guiding Principle 1: Responsive Government in Golden 2030 .

