


CITY MANAGER'S OFFICE MEMORANDUM
#1-2025

DATE: Jan. 6, 2025

TO: Honorable Mayor Meredith Leighty and City Council Members

FROM: Heather Geyer, City Manager 

SUBJECT: Draft 2025-2029 Council Strategic Plan Review & Funding Discussion

PURPOSE

For City Council to share feedback on the draft 2025-2029 Council Strategic Plan. Staff will present a recommended funding plan. As a reminder, the Strategic Plan is in draft form and will not be finalized until City Council provides direction to move the plan forward for adoption.

BACKGROUND

City Council kicked off the 2025-2029 strategic planning process in March 2024. City Council participated in two sessions in development of the new plan. The March 16 and May 18 sessions were facilitated by Julia Novak of Raftelis. The outcome of these sessions included an updated Council vision statement and six strategic focus areas with updated definitions. On June 17, Mayor Meredith Leighty facilitated an idea generation session with City Council, resulting in 120 ideas being generated. On July 22, City Manager Heather Geyer presented ideas that could be included in the 2025 Budget prior to presentation of the budget on Aug. 5.

Per Council direction, staff completed the following work between August and December:

- Sorted 96 of the 120 ideas into six strategic focus areas, i.e., Public Safety.
- Placed 15 ideas reviewed by staff in a category of "Ideas that Don't Fit," provided to City Council on December 6, 2024.
- Wordsmithed ideas.
- Combined similar ideas, i.e., 3.2 Playbook Implementation.
- Developed a draft framework and design for the plan
- Integrated other priority work into the plan
- Identified ideas that fit in the Playbook Long-Range Plan
- Created a title for the plan, "Imagine the Possibilities: Empowering Change, Delivering Results."

The following questions were developed for Council's consideration when reviewing the draft plan:

1. Does the plan align with the City's mission, vision, and core values?
2. How does the plan support the long-term vision of the organization?
3. Are the priorities consistent with the City's stated goals and purpose?
4. Do the priorities address the most critical needs and/or opportunities?
5. Is the timeline for implementation realistic and clearly outlined?
6. Are there any ideas you do not support and want to remove from the draft plan? Or further combine with other ideas?
7. Are you proud of what action items are being advanced in this plan?
8. Are you ready to move the plan forward for adoption on January 13 or would you like to have additional discussion about the draft plan?

A marketing and communications strategy to share the plan with the community will be brought forward with the plan's adoption.

BUDGET/TIME IMPLICATIONS

Funding considerations are outlined in the presentation (Attachment 1).

The plan is scheduled to be adopted by City Council on January 13, 2025, pending feedback from Council. Alternative dates will be identified if City Council is not ready to move the plan forward.

STAFF RECOMMENDATION

Staff is seeking Council consensus on bringing the draft plan forward for adoption on January 13, 2025.

STAFF REFERENCE

If Council Members have any questions, please contact Heather Geyer, City Manager, at hgeyer@northglenn.org or 303.450.8706.

ATTACHMENTS

1. Presentation
2. Draft 2025-2029 Council Strategic Plan

DRAFT 2025 – 2029 COUNCIL STRATEGIC PLAN REVIEW & FUNDING DISCUSSION

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Deputy City Manager

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City Council Meeting

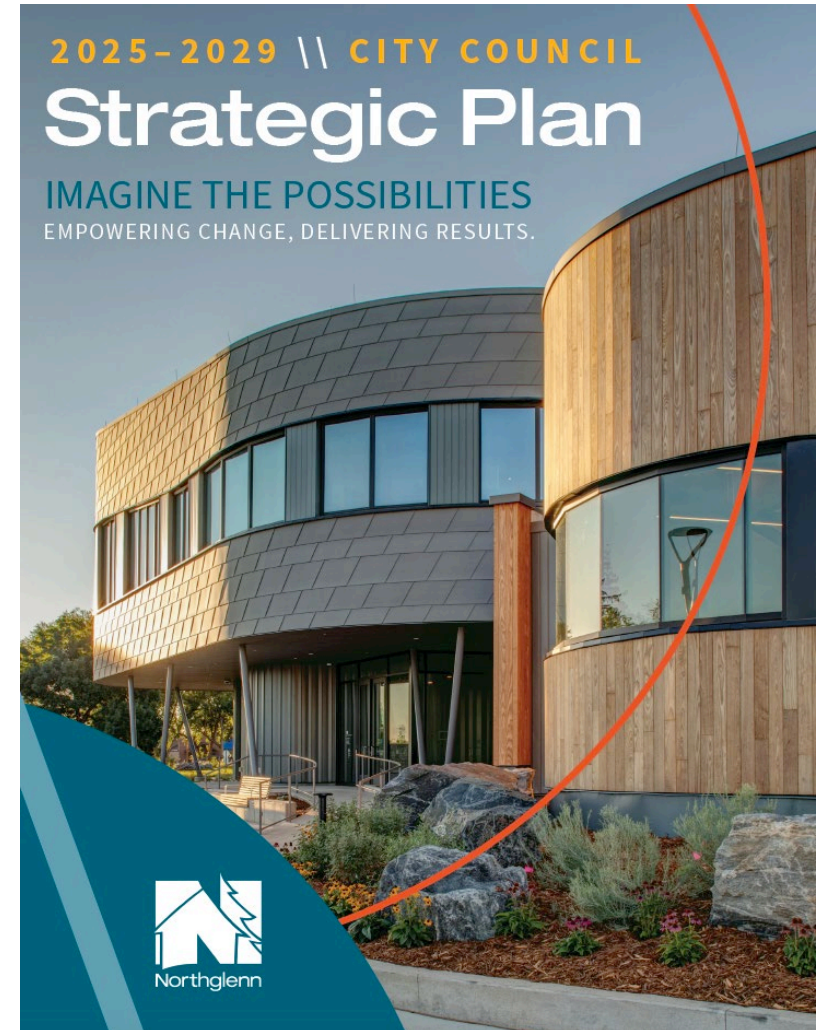
Jan. 6, 2025



**CITY OF
Northglenn**

COUNCIL HOMEWORK

- **To review the draft plan in its entirety.**
- **To jot down your thoughts and questions.**
- **To bring your thoughts and questions to the Jan. 6 meeting to share with your fellow Council members.**



PURPOSE

- **For City Council to discuss the draft plan feedback and provide direction to staff prior to adoption of the plan.**
- **Adoption of the plan is tentatively scheduled for Jan. 13 (*pending feedback from City Council tonight*).**



AGENDA

- **Staff will:**
 - Review updated short-term financial outlook for the General Fund
 - Present recommended prioritization for funding.
- ***Note: Tonight is not about new idea generation.***
- **Staff would like direction on:**
 - Removal of any action items
 - Reprioritization of any action items
 - Other feedback



STRATEGIC PLANNING CONNECTION TO ANNUAL BUDGET

2023

\\ Completion of the 2019-2023 Strategic Plan

2024

MARCH 16 & MAY 18 *\\ Strategic plan framework development sessions on the vision and six strategic priority areas for the 2025-2029 Strategic Plan*

JUNE 17 *\\ Council ideation session for continued plan development*

JULY 22 *\\ Staff presented a draft strategic plan with 2025 ideas and budget implications*

AUG. 5 & 19 *\\ 2025 Budget presentations to City Council*

SEPT. 9 *\\ Proposed budget presented to City Council*

OCT. 14 *\\ Proposed 2025 Budget public hearing*

OCT. 28 *\\ Adoption of 2025 Budget*

2025

JAN. 13 *\\ Adoption of 2025-29 Strategic Plan*

MAY-JUNE *\\ 2026 Budget kick-off*

AUGUST *\\ Budget presentations to City Council*

SEPTEMBER *\\ Proposed budget*

OCTOBER *\\ Budget adoption*

Ongoing

\\ Ideas, requests throughout the year

\\ Council follows protocol to bring items forward for consensus

\\ Council direction given to the city manager

\\ Staff brings forward items for council direction or approval

\\ Staff responds to council direction by bringing items back at a study session or regular meeting



GENERAL FUND FORECAST

		2025 Budget	2026	2027	2028	2029
Revenues						
Taxes		\$ 29,052,000	\$ 33,723,560	\$ 34,735,267	\$ 35,777,325	\$ 36,850,645
Licenses and permits		1,240,500	1,240,500	1,265,310	1,290,616	1,316,429
Intergovernmental		2,022,247	2,300,000	2,346,000	2,392,920	2,440,778
Charges for services		3,733,926	3,808,605	3,884,777	3,962,472	4,041,722
Fines and forfeitures		917,000	926,170	935,432	944,786	954,234
Investment earnings		445,000	356,890	339,893	323,706	308,289
Miscellaneous		187,000	187,000	187,000	187,000	187,000
Total revenues		\$ 37,597,673	\$ 42,542,725	\$ 43,693,678	\$ 44,878,825	\$ 46,099,096
Expenditures						
Personnel		\$ 27,996,230	\$ 29,561,098	\$ 30,595,736	\$ 31,666,587	\$ 32,774,918
Purchased services		6,836,928	6,834,217	6,970,901	7,110,319	7,252,525
Supplies/Non-Capital		3,389,763	3,457,558	3,526,709	3,597,244	3,669,188
Capital outlay		298,064	456,038	465,159	474,462	483,951
Miscellaneous		740,373	747,777	755,254	762,807	770,435
Contingency		50,000	50,000	50,000	50,000	50,000
Total expenditures		\$ 39,311,358	\$ 41,106,688	\$ 42,363,760	\$ 43,661,419	\$ 45,001,018
Transfers Out		-	(1,500,000)	(1,500,000)	(1,500,000)	(1,500,000)
Net Change in Fund Balance		(1,713,685)	(63,963)	(170,082)	(282,594)	(401,922)
Fund Balance		\$15,708,626	\$15,644,663	\$15,474,581	\$15,191,987	\$14,790,066
% FB of Revenue		42%	37%	35%	34%	32%

- Notes:
- \$3.8M Taxes increase from 2023 voter approved reallocation of 1/2% sales/use tax
 - Public Safety investment
 - Transfer Out to support Roads and Parks
 - No increase to FTE, estimated cost \$1M

1/2% SALES/USE TAX – \$3.8M

Considerations for Use	Estimated Cost	Strategic Area	Notes
1. Residential Street Program	\$ 1,000,000	Infrastructure	70% PCI Goal
2. Crisis Response Unit	\$ 550,000	Public Safety	Previously Paid By ARPA
3. Park Amenity Replacement	\$ 500,000	Infrastructure	Parks Long-Range Plan
4. Facility Maintenance	\$ 100,000	Infrastructure	Fiscal Reserve
5. Retirement Contribution	\$ 435,000	High-Performance Government	Increase Employer Share
6. Overtime	\$ 200,000	High-Performance Government	Hours Towards OT
Total	\$ 2,785,000		

2023 Ballot Language Uses: Public Safety Operations, Capital Improvements, not limited to Residential Streets & Park Amenities, & Other General Operations



PUBLIC SAFETY

	Funded	Amount	Fund
2025			
1.1 Crisis Response Unit Funding	Yes	\$ 550,000	General
1.2 Family Justice Center	No	TBD	General
1.3 Drone Program Expansion	Yes	\$ 10,075	General
1.4 Traffic Unit Staffing Level Increase	Yes	\$ -	General
1.5 Internal Records Management System for Police	Yes	\$ 1,540,000	General
1.6 Emergency Response Plan Tabletop Exercise	No	\$ -	General
2026			
1.7 Artificial Intelligence for Police Reports	No	TBD	General
1.8 Traffic and Speed Enforcement Tools	No	\$ 52,000	General
1.9 Alternate Wellness Program for Police	No	TBD	General
1.10 Full Staffing Analysis for Police	No	TBD	General
1.11 Adams County Walk-in Crisis and Detox Center	No	\$ 236,300	General



PUBLIC SAFETY

	Funded	Amount	Fund
2027			
1.12 Northglenn Cadet Program	No	TBD	General
2028			
1.13 International Association for Property & Evidence Accreditation	No	\$ -	General
2029			
1.14 Real Time Crime Center Assessment	No	\$ 100,000	General



HIGH-PERFORMANCE GOVERNMENT

	Funded	Amount	Fund
2025			
2.1 Board and Commission Onboarding	No	TBD	General
2.2 Human Capital Reinvestment	No	TBD	All
2.3 CCPP Board Purpose	No	\$ -	General
2.4 Code Enforcement Policy Direction	Staff Time	\$ -	General
2.5 Fiscal Reserve for New Facility/Capital Equipment	No	\$ -	General
2.6 Council Member Growth/Training Program	Yes	\$ 63,000	General
2.7 Customer Relationship Management Upgrade	No	TBD	General
2.8 Artificial Intelligence Policy	Yes	\$ -	General
2.9 Communications & Engagement Plan	Yes	\$ -	General



HIGH-PERFORMANCE GOVERNMENT

	Funded	Amount	Fund
2026			
2.10 City Project Bus Tours	No	TBD	General
2.11 City Contribution to Staff Retirement Increase	No	TBD	General
2.12 Employee Satisfaction Survey	No	TBD	General
2.13 City Website Update	No	\$ 12,000	General
2.14 All-America City Award	No	TBD	General
2.15 Human Resources Information System	No	\$ 150,000	All
2.16 Future Proofing	No	TBD	All
2.17 Civic Academy	Yes	\$ 7,500	General
2.18 Anythink Library District Engagement	No	TBD	General
2027			
2.19 Internal Innovation Team	Staff Time	\$ -	All
2.20 Future Forward/Adams 12 Partnership Expansion	No	TBD	General
2.21 Annual All-City Training Day	No	TBD	General
2.22 New Resident Survey Tool	No	TBD	General



INFRASTRUCTURE

	Funded	Amount	Fund
2025			
3.1 Futsal Court	Yes	\$ 50,000	Capital Projects
3.2 Northglenn Playbook Implementation	No	TBD	Capital Projects
3.3 Stonehocker Farmhouse Event Center	No	TBD	Capital Projects
3.4 Civic Center Infrastructure Evaluation	No	TBD	Capital Projects
3.5 112th Avenue Drainage	No	\$ 19,000,000	Stormwater
3.6 Stormwater Fee Evaluation	No	TBD	Stormwater
3.7 Wastewater Treatment Plant Long-Range Plans	Staff Time	TBD	Wastewater
3.8 Long-Term Building Maintenance Plan	Staff Time	TBD	Capital Projects
2026			
3.9 Water Distribution Systemwide Analysis	No	TBD	Water
3.10 70% Pavement Condition Index Rating	Yes	\$ 2,500,000	Capital Projects
3.11 Pocket Spaces	No	\$ 100,000	Capital Projects
3.12 Park Amenity Replacement	Yes	\$ 500,000	General
3.13 Walkability Evaluation	No	TBD	General
3.14 Northglenn Image Enhancement	No	TBD	Capital Projects
3.15 Berthoud Pass Water Availability	No	TBD	Water
3.16 Wastewater Collection System Analysis	No	TBD	Wastewater
3.17 Street Lighting Gaps	No	TBD	Capital Projects

INFRASTRUCTURE

	Funded	Amount	Fund
2027			
3.18 City Fencing Update	No	TBD	Capital Projects
3.19 I-25 Pedestrian Bridge	No	\$ 15,000,000	Capital Projects
3.20 Accessory Dwelling Unit Grants	No	TBD	General
3.21 Colorful Striping and Streets	No	TBD	Capital Projects
3.22 Water and Wastewater Fee Evaluation	Yes	TBD	Water
2028			
3.23 Arterial Streetscape Enhancement	No	TBD	Capital Projects
2029			
3.24 First/Last Mile Transit Connection	No	TBD	Capital Projects



BUSINESS RETENTION & GROWTH

	Funded	Amount	Fund
2025			
4.1 Washington Point Redevelopment	Yes	TBD	NURA
4.2 Civic Center Phase 3	No	TBD	Capital Projects
4.3 Northglenn Marketplace Investment	No	TBD	NURA
4.4 NURA Plan Areas Re-Evaluation	Yes	\$ 50,000	NURA
4.5 Minority, Woman and Veteran-Owned Business Support	Staff Time	\$ -	General
2026			
4.6 Washington Corridor Subarea Plan	No	TBD	NURA
4.7 Crime Prevention Resources for Businesses	No	TBD	NURA
4.8 Citywide Shopping Center Activation	No	TBD	General
2027			
4.9 Entertainment District Study	No	TBD	General
2028			
4.10 Restaurant Incubator/Food Hall	No	TBD	General



ENVIRONMENTAL STEWARDSHIP

	Funded	Amount	Fund
2025			
5.1 Monarch Butterfly Flyway	Staff Time	\$ -	General
5.2 Climate Action & Resilience Plan	No	TBD	General
5.3 Sustainability Committee Support	Yes	\$ 10,000	General
5.4 Community Garden	Yes	\$ 50,000	Capital Projects
5.5 EV Fleet Transition Plan	No	TBD	Capital Projects
5.6 Net Zero Energy Codes	No	TBD	General
5.7 Glass Recycling Program	Yes	\$ -	Sanitation
5.8 Eco-Conscious Public Events	No	TBD	General
5.9 Air Quality and Sustainable Energy Program	Yes	\$ 10,000	General
5.10 Regional Partnerships Development	Staff Time	TBD	General
5.11 Environmental Stewardship Education	Yes	\$ -	General
5.12 City Building Energy Generation and Efficiency Eval.	Yes	TBD	General
2026			
5.13 Waste Optimization Plan Re-Engagement	No	\$ 190,000	Sanitation
5.14 Wastewater Treatment Plant Agrivoltaics	No	\$ 30,000	Wastewater
5.15 Electronic Document Signing	No	\$ 20,000	General
2027			
5.16 Water Wise Landscaping Programs for Commercial	No	TBD	Water

DIVERSE & ENGAGED COMMUNITY

	Funded	Amount	Fund
2025			
6.1 Special Events Addition Discussion	Yes	\$ 5,000	General
6.2 Videos Promoting Diversity	Staff Time	\$ -	General
6.3 Digital Accessibility Standards	Yes	\$ 60,000	General
6.4 Workforce Optimization Engagement Phase 2	Yes	\$ 22,000	General
2026			
6.5 Non-English Language Outreach	No	\$ 10,000	General
6.6 Ward-Specific Community Projects Program	No	\$ 20,000	General
6.7 Skatepark Activation by Programming	No	TBD	General
2027			
6.8 Youth Partnership Opportunities	No	TBD	General
2028			
6.9 Assistance for Residents with Code Issues	No	TBD	General
6.10 Aging in Place Program	No	TBD	General



COUNCIL CONSENSUS

- **Is there Council consensus to bring the draft plan forward for adoption on Jan. 13?**
- **Other?**



QUESTIONS?



CITY OF
Northglenn

2025-2029 \\ CITY COUNCIL

ATTACHMENT 2

Strategic Plan

IMAGINE THE POSSIBILITIES
EMPOWERING CHANGE, DELIVERING RESULTS.



MESSAGE FROM THE MAYOR



RESIDENTS OF NORTHGLENN,

It is an honor to introduce the 2025 – 2029 Northglenn Strategic Plan, “Imagine the Possibilities: Empowering Change, Delivering Results.”

This plan reflects our collective commitment to advancing our mission, achieving our vision and fulfilling the aspirations of our residents.

In today’s rapidly evolving environment, strategic planning is more than a necessity; it is our roadmap for navigating opportunities and challenges with purpose and clarity. This document is the result of months of collaboration, input and reflection, involving voices from across our community. Throughout the process, council engaged in asking tough questions:

- Where do we want to be five years from now?
- How do we build on what we’ve done?
- What do we want to accomplish?
- And most importantly, what will best serve Northglenn now and in the future?

I am proud to say that City Council dreamed big! Our strategic plan centers around six focus areas: Public Safety, High-Performance Government, Infrastructure, Business Retention & Growth, Diverse & Engaged Community and Environmental Stewardship. Each priority includes action items designed to deliver measurable impact.

While ambitious, these objectives are grounded in the core values that have always defined who we are: Innovation, Engagement, Sustainability and Inclusivity.

Staff has built a focused framework to guide our decisions, allocate resources and measure our progress.

As we embark on this journey, I want to acknowledge the invaluable contributions of everyone who participated in shaping this plan. Your ideas, insights and dedication ensure this strategy is not just aspirational but actionable.

The work ahead will require collective effort and unwavering commitment, but I am confident we can deliver results.

Together, we will continue to transform our community and position Northglenn as the city of choice.

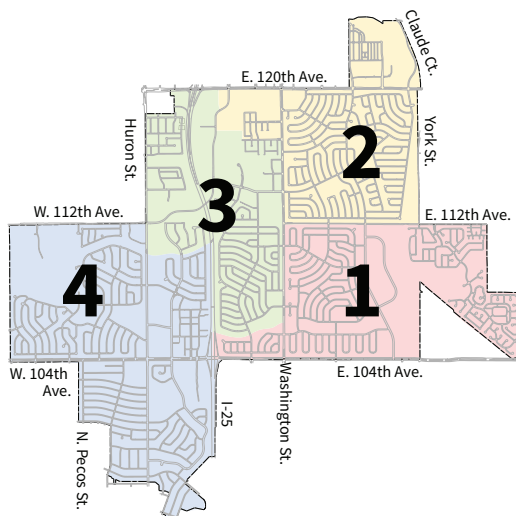
Thank you for your partnership and belief in the vision we share. I look forward to the achievements we will realize together as we implement this strategic plan.

“The work ahead will require collective effort and unwavering commitment, but I am confident we can deliver results.

Together, we will continue to transform our community and position Northglenn as the city of choice.”

– MAYOR MEREDITH LEIGHTY

\\ City Council



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\ \ Prioritization

To be completed after the Jan. 6, 2025, council meeting.

\ \ Vision, Mission & Values

Our common purpose as elected officials and city employees.



VISION

Northglenn is a welcoming community that is innovative and diverse and celebrates its small-town character, urban vibrancy, and economic vitality.



MISSION

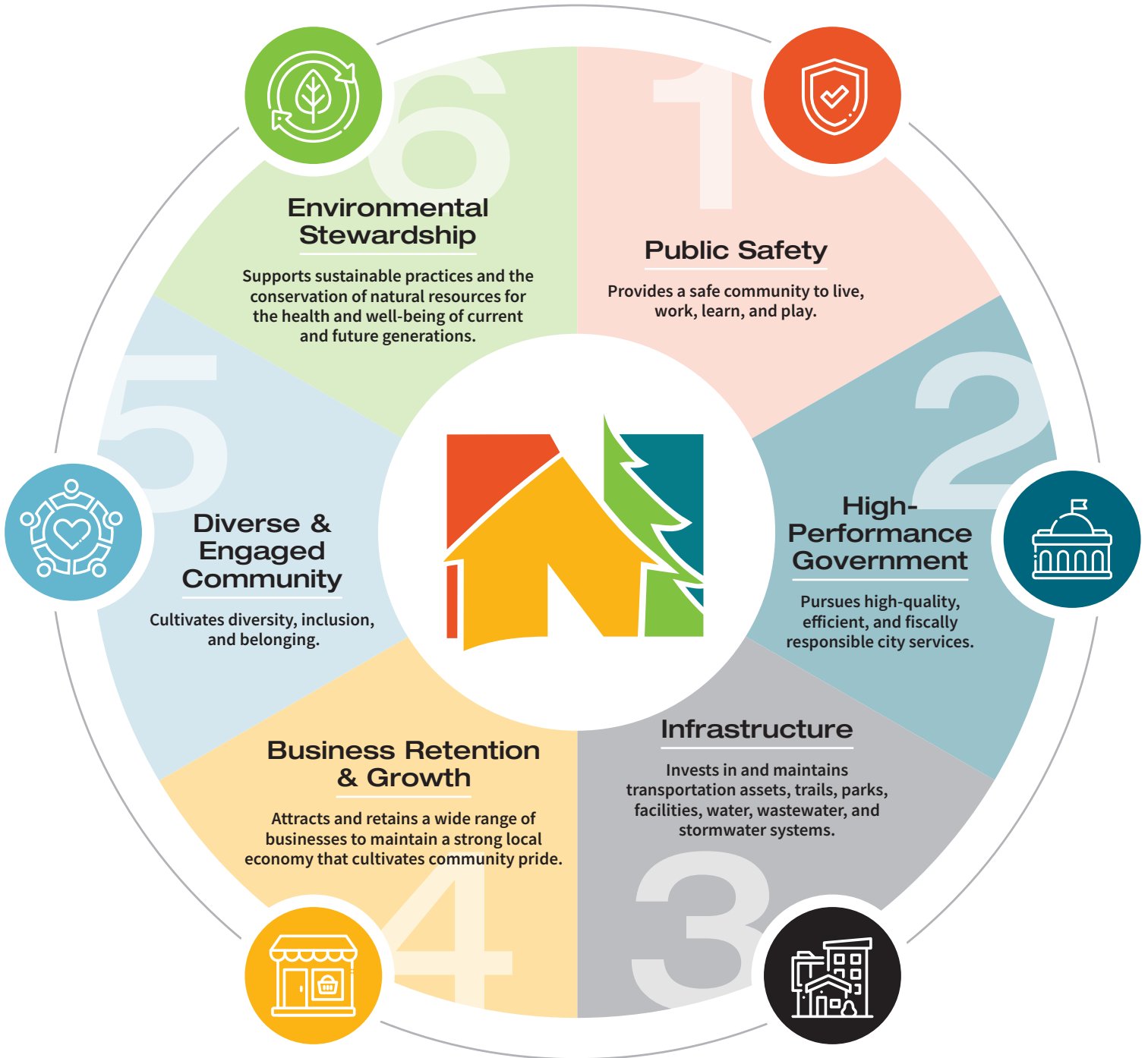
To provide a high quality of life to our residents and businesses through the provision of excellent municipal services.



VALUES

- Sustainability
- Inklusivity
- Innovation
- Engagement

\\ Strategic Framework



\\ Council Strategic Planning And Annual City Budget Overview

The Connection Between New Ideas, Strategic Planning & Budget

2023

\\ Completion of the 2019-2023 Strategic Plan

2024

MARCH 16 & MAY 18 \\ Strategic plan framework development sessions on the vision and six strategic priority areas for the 2025-2029 Strategic Plan

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Ongoing

\\ Ideas, requests throughout the year

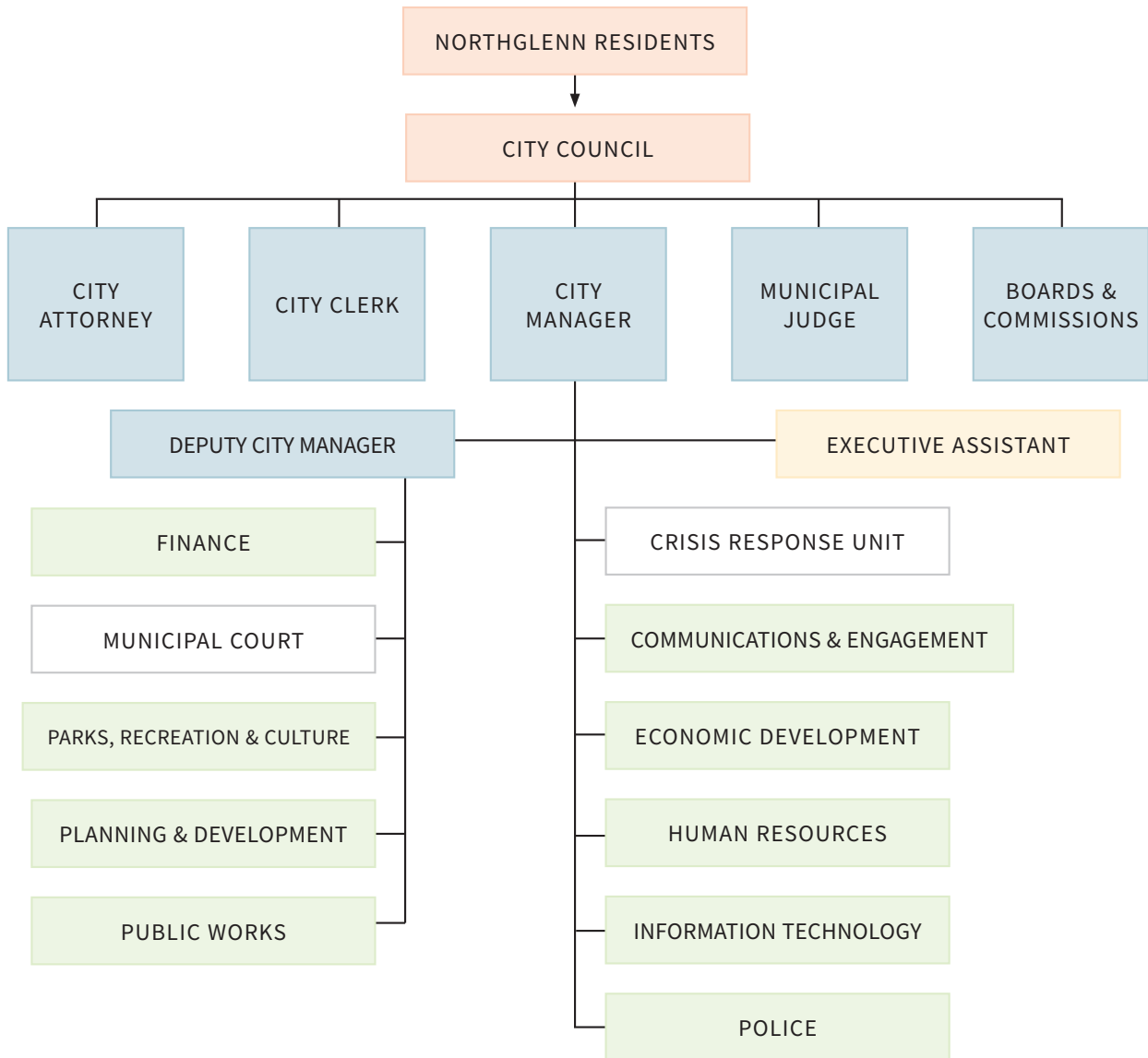
\\ Council follows protocol to bring items forward for consensus

\\ Council direction given to the city manager

\\ Staff brings forward items for council direction or approval

\\ Staff responds to council direction by bringing items back at a study session or regular meeting

\\ Organizational Structure



\\ Boards & Commissions

- CITIZENS' AFFAIRS BOARD • COMMUNITY CO-PRODUCTION POLICING ADVISORY BOARD
- DIVERSITY, INCLUSIVITY, AND SOCIAL EQUITY BOARD • ELECTION COMMISSION • HISTORIC PRESERVATION COMMISSION
- LIQUOR LICENSING AUTHORITY • NORTHGLENN URBAN RENEWAL AUTHORITY • PARKS & RECREATION ADVISORY BOARD
- PLANNING COMMISSION • VICTIM ASSISTANCE & LAW ENFORCEMENT BOARD • YOUTH COMMISSION

// Team Northglenn



VISION

Where excellent public service thrives through employee equity, trust, innovation and work-life balance.



MISSION

We enrich our community with high-quality city services and a small-town touch. For us, people are the priority - we are responsive, inclusive and respectful.



VALUES

Customer Service Excellence • Inclusivity
Integrity • Accountability • Respect • Joy

LEADERSHIP TEAM MESSAGE



The City of Northglenn is an organization with an unwavering commitment to public service. We believe that serving our community is both a privilege and a responsibility that demands integrity, empathy and tireless dedication.

Public service is more than a duty; it is a calling to create meaningful change and to uplift those we serve. Whether addressing immediate needs or planning for a brighter future, our mission remains rooted in our core values: customer service excellence, inclusivity, integrity, accountability, respect and joy.

We recognize that our work is not just about achieving goals, but about fostering trust, building relationships and making a difference in the lives of our residents. In every action we take, we strive to reflect the values and aspirations of the community we serve, ensuring that our efforts lead to impactful and lasting outcomes.

Together, we will continue to embrace the challenges of public service with humility and resolve, knowing that the work we do today will shape a better tomorrow for everyone. #NorthglennProud!

– HEATHER GEYER, CITY MANAGER

346.16

**Full-Time Equivalent
(FTE) city employees in
the 2025 Budget.**



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\\ Strategic Plan Action Items

Public Safety

2025

- 1.1 Crisis Response Unit Funding
- 1.2 Family Justice Center
- 1.3 Drone Program Expansion
- 1.4 Traffic Unit Staffing Level Increase
- 1.5 Internal Records Management System for Police
- 1.6 Emergency Response Plan Tabletop Exercise

2026

- 1.7 Artificial Intelligence for Police Reports
- 1.8 Traffic and Speed Enforcement Tools
- 1.9 Alternate Wellness Program for Police
- 1.10 Full Staffing Analysis for Police
- 1.11 Adams County Walk-in Crisis and Detox Center

2027

- 1.12 Northglenn Cadet Program

2028

- 1.13 International Association for Property & Evidence Accreditation

2029

- 1.14 Real Time Crime Center Assessment

High-Performance Government

2025

- 2.1 Board and Commission Onboarding
- 2.2 Human Capital Reinvestment
- 2.3 CAPP Board Purpose
- 2.4 Code Enforcement Policy Direction
- 2.5 Fiscal Reserve for New Facility/ Capital Equipment Lifecycle Costs
- 2.6 Council Member Growth/Training Program
- 2.7 Customer Relationship Management Upgrade

- 2.8 Artificial Intelligence Policy

- 2.9 Communications & Engagement Plan

2026

- 2.10 City Project Bus Tours
- 2.11 City Contribution to Staff Retirement Increase
- 2.12 Employee Satisfaction Survey
- 2.13 City Website Update
- 2.14 All-America City Award

- 2.15 Human Resources Information System

- 2.16 Future Proofing

- 2.17 Civic Academy

- 2.18 Anythink Library District Engagement

2027

- 2.19 Internal Innovation Team

- 2.20 Future Forward/Adams 12 Partnership Expansion

- 2.21 Annual All-City Training Day

- 2.22 New Resident Survey Tool

Infrastructure

2025

- 3.1 Futsal Court
- 3.2 Northglenn Playbook Implementation
- 3.3 Stonehocker Farmhouse Event Center
- 3.4 Civic Center Infrastructure Evaluation
- 3.5 112th Avenue Drainage
- 3.6 Stormwater Fee Evaluation
- 3.7 Wastewater Treatment Plant Long-Range Plans
- 3.8 Long-Term Building Maintenance Plan

2026

- 3.9 Water Distribution Systemwide Analysis
- 3.10 70% Pavement Condition Index Rating
- 3.11 Pocket Spaces
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- 3.14 Northglenn Image Enhancement
- 3.15 Berthoud Pass Water Availability
- 3.16 Wastewater Collection System Analysis

- 3.17 Street Lighting Gaps

2027

- 3.18 City Fencing Update

- 3.19 I-25 Pedestrian Bridge

- 3.20 Accessory Dwelling Unit Grants

- 3.21 Colorful Striping and Streets

- 3.22 Water and Wastewater Fee Evaluation

2028

- 3.23 Arterial Streetscape Enhancement

2029

- 3.24 First/Last Mile Transit Connection

Business Retention & Growth

2025

- 4.1 Washington Point Redevelopment
- 4.2 Civic Center Phase 3
- 4.3 Northglenn Marketplace Investment
- 4.4 NURA Plan Areas Re-Evaluation

- 4.5 Minority, Woman and Veteran-Owned Business Support

2026

- 4.6 Washington Corridor Subarea Plan
- 4.7 Crime Prevention Resources for Businesses

- 4.8 Citywide Shopping Center Activation

2027

- 4.9 Entertainment District Study

2028

- 4.10 Restaurant Incubator/Food Hall

Environmental Stewardship

2025

- 5.1 Monarch Butterfly Flyway
- 5.2 Climate Action & Resilience Plan
- 5.3 Sustainability Committee Support
- 5.4 Community Garden
- 5.5 EV Fleet Transition Plan
- 5.6 Net Zero Energy Codes
- 5.7 Glass Recycling Program
- 5.8 Eco-Conscious Public Events

- 5.9 Air Quality and Sustainable Energy Program Expansion

- 5.10 Regional Partnerships Development

- 5.11 Environmental Stewardship Education

- 5.12 City Building Energy Generation and Efficiency Evaluation

2026

- 5.13 Waste Optimization Plan Re-Engagement

- 5.14 Wastewater Treatment Plant Agrivoltaics

- 5.15 Electronic Document Signing

2027

- 5.16 Water Wise Landscaping Programs for Commercial Properties

Diverse & Engaged Community

2025

- 6.1 Special Events Addition Discussion
- 6.2 Videos Promoting Diversity
- 6.3 Digital Accessibility Standards
- 6.4 Workforce Optimization Engagement Phase 2

2026

- 6.5 Non-English Language Outreach
- 6.6 Ward-Specific Community Projects Program
- 6.7 Skatepark Activation by Programming

2027

- 6.8 Youth Partnership Opportunities

2028

- 6.9 Assistance for Residents with Code Issues
- 6.10 Aging in Place Program



Public Safety



Action Plan 2025

1.1 Crisis Response Unit Funding

Secure funding for the Crisis Response Unit (CRU) moving forward. \\ CRU was created in 2021 out of the need for staff to assist individuals experiencing homelessness and/or crisis. \\ From 2021 to 2024, funding was supplied through ARPA, which is not available starting in 2025.

- 1.1a Two additional FTEs with a grant award from Adams County in 2025
- 1.1b Two additional FTEs with a budget request in 2027
- 1.1c Identify a future funding source

Departments: City Manager ◦ Police

Funding: \$550,000 for 2025 \\ Adams County awarded a grant for \$446,800 from 2025 to 2027. A future funding source will be needed to support the two grant-funded positions.

1.2 Family Justice Center for Adams and Broomfield Counties

A family justice center (FJC) is a significant resource that helps survivors of domestic violence and sexual assault, along with their families, get the support and services they need, all in one location. \\ It would be centrally placed in Adams and Broomfield counties. \\ The district attorney is working towards creating a temporary home in addition to planning for a permanent location in the next 12 months. \\ City Manager Heather Geyer is currently serving on the FJC Steering Committee and is a co-chair of the Facility and Location sub-working group. Several council members are engaged in this initiative as well.

Departments: City Manager ◦ Police

Timeline: Multi-Year

Funding Required: To be determined \\ An uncertain amount of staff time will be required.

DEFINITION Provide a safe community to live, work, learn and play.

1.3 Drone Program Expansion

The Northglenn Police Department (NPD) has been using drone technology for search and rescue, accident and crime scene reconstruction, large event overwatch and to breach and clear environments that present significant safety risks to officers entering or clearing structures. \\ Drone technologies have rapidly improved over the past decade. Autonomous drones will be a force multiplier in the near future. \\ Drones as first responders will amplify the amount of situational awareness available to responding officers and deploy even when officers are not available.

Department: Police

Timeline: Multi-Year

Funding: \$10,075 in 2025

∞ 1.14

for staff to ensure the city is equipped to handle real emergencies. \\ Practicing emergency preparedness plans is essential for ensuring safety, minimizing risks and improving response efficiency during emergencies. \\ Training will be done in coordination with local and regional partners. \\ Council adopted the Emergency Operations Plan in October 2023.

Departments: City Manager's Office (co-lead) ◦ Police (co-lead) ◦ Citywide

Timeline: An internal training is planned for Q1 2025, followed by one for elected officials in Q2 2025.

Funding Required: To be determined

2026

1.4 Traffic Unit Staffing Level Increase

- 1.4a Continue proactive speed enforcement in residential areas, near schools, in Safety Sensitive Zones and at high accident locations.

- 1.4b Add a fourth traffic officer

Department: Police

Timeline: Multi-Year \\ *The fourth officer should be assigned by Q3 2025.*

Funding: To be determined \\ *No FTE increase is needed.*

1.5 Internal Records Management System (RMS) for Police

\\ ADCOM currently hosts a multi-agency RMS for Northglenn, Brighton, Commerce City and the Adams County Sheriff's Office. By 2026, the Adams County Sheriff's Office, Brighton and Commerce City will all have their own, necessitating NPD to have its own by then.

Departments: Police ◦ Information Technology

Timeline: \\ *A resolution is being brought forward on Dec. 9, 2024, to approve an agreement between the city and Axon for an RMS. Pending approval, the system should be fully implemented in 2026.*

Funding: \$1.54M \\ *The city will save roughly \$172K per year.*

1.6 Emergency Response Plan Tabletop Exercise

Engage in tabletop exercises for a selected emergency scenario to provide a hands-on training environment

1.7 Artificial Intelligence for Police Reports

Utilize Artificial Intelligence in report writing to improve efficiency.

Department: Police

Funding Required: To be determined

∞ 2.8

1.8 Traffic and Speed Enforcement Tools

\\ Speed enforcement camera legislation has changed in Colorado, making this strategy more efficient and economical.

- 1.8a Purchase a mobile speed camera trailer for \$28,500
- 1.8b Purchase a fixed speed camera for \$23,500
- 1.8c Utilize a third-party service provider to issue and manage citation issuance; they would receive a portion of every fine collected.

Department: Police

Funding: To be determined

1.9 Alternate Wellness Program for Police

Provide the highest quality of cardiac screenings annually to all NPD staff.

Department: Police

Funding: To be determined \\ *Grant funding is being pursued.*

1.10 Full Staffing Analysis for Police

Analyze NPD staffing based on new residential and commercial development, population, calls for service and crime analytics. \\ This would ensure alignment with the desired level of service.

Department: Police

Funding: To be determined

1.11 Adams County Walk-in Crisis and Detox Center

Find a physical location for walk-in crisis and detox services for the 17th Judicial District. \\ Previously, Community Reach Center provided walk-in crisis and detox center services for Adams County jurisdictions. \\ The city, in partnership with the county and other jurisdictions, has been actively involved in supporting the Adams County Sheriff's Office's efforts to provide these services.

Departments: City Manager • Police

Funding: The city contribution is expected to be 4.73% of total costs for the first year or \$236,300.63.

2027

1.12 Northglenn Cadet Program

Teens and young adults can participate in law enforcement activities and community service programs while considering a career in law enforcement. \\ Youth cadets would assist in directing traffic, gate security, parking and other tasks at special events. \\ This would provide part-time positions for students enrolled in the program through FutureForward High School, Adams 12's career and technical education program. \\ Tuition reimbursement would be available for a Criminal Justice Major at Metropolitan State University.

Department: Police

Funding: To be determined

∞ 2.20

2028

1.13 International Association for Property & Evidence Accreditation

\\ The International Association for Property & Evidence (IAPE) offers accreditation to any law enforcement agency that meets strict standards related to best practices in evidence management. \\ Accreditation displays a commitment to excellence. It also demonstrates that NPD is committed to protecting and preserving evidence that ensures the integrity of the criminal justice process.

Department: Police

Funding: To be determined

2029

1.14 Real Time Crime Center Assessment

A real-time crime center (RTCC) is a centralized technology platform that helps law enforcement agencies respond to crime. \\ This regional asset would use technology through a partnership with Adams County and include drone use and more Flock cameras. \\ NPD is currently discussing this project with Adams County agencies. \\ There are multiple avenues to build this asset; NPD is focusing on Fusus if a real-time crime center is not implemented. \\ Drone technology can be evaluated and implemented independently.

Department: Police

Funding: To be determined \\ Costs would be shared among involved agencies, making it significantly more cost-effective than an independent program. The potential cost is \$50,000 to \$100,000 per agency. \\ Additional costs would include at least one civilian position.

∞ 1.3



High-Performance Government

2



Action Plan 2025

2.1 Board and Commission Onboarding

Standardize onboarding for all boards and commissions and standardize absence policies. \\ Plans for 2025 include the city attorney and city clerk providing an annual training to all board and commission members and the opportunity to create an online onboarding curriculum as a resource for newly appointed board members and as a refresher to keep current members updated on policies. \\ Standardizing absence policies will require a separate evaluation of policies, the development of recommendations to consider for adoption and an evaluation process separate from the development of an onboarding program.

Departments: City Clerk’s Office (lead) ◦ Departments with board clerks

Funding: To be determined \\ Cost depends on whether the program is developed and tracked in-house, if software is used to track board member requirements and if required training is provided in person or online. \\ This could be an add-on to the agenda and meeting management software requested for 2025.

∞ 6.2

DEFINITION

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

2.2 Human Capital Reinvestment

Evaluate employee benefits and identify opportunities to better align the total compensation approach with organizational values to remain competitive in retaining and attracting top talent. \\ These benefits include the General Leave buy-back program, evaluating vesting schedules for retirement, compression, snow closure policy, health insurance contribution levels, retirement contribution levels citywide and the 80-hour rule citywide. \\ The city has successfully completed major initiatives and projects. However, that has come at the expense of work-life integration for many employees. One data point on how this is measured is the annual use of General Leave time and the amount of leave employees lose based on years of service accrual limits. \\ The city manager, deputy city manager and department directors evaluate

the pace of work and prioritize accordingly, ensuring good communication up through the city manager to City Council on realistic timing for projects and response to new requests.

Departments: Human Resources (lead) ◦ Citywide

Funding: To be determined, staff time needed

2.3 Community Co-Production Policing (CCPP) Advisory Board Purpose

Reimagine and rebrand the CCPP Advisory Board or sunset it. \\ This requires a discussion with council to clarify what is desired.

Department: City Clerk

Funding: To be determined

2.4 Code Enforcement Policy Direction

Revisit how Neighborhood Services enforces code enforcement. \\ The City Council last discussed the issue and provided direction on May 10, 2021. In response, staff adjusted their approach, evaluated existing codes and modified forms. \\ Staff also recommends council develop metrics to measure success.

Department: Planning

Funding: Staff time only

2.5 Fiscal Reserve for New Facility/Capital Equipment Lifecycle Costs

The capital lifecycle costs (and associated software) determine what will need to be replaced, by when and at what price, based on anticipated useful life. The fiscal reserve would pay for replacements as they come up.

Department: Finance

Timeline: Two-year minimum

Funding: To be determined

2.6 Council Member Growth/Training Program

Department: City Council

Timeline: Annually

Funding: \$63,000, or \$7,000 for each council member, is budgeted for training in 2025.

2.7 Customer Relationship Management (CRM) Upgrade

Evaluate switching to a higher-functioning CRM system.

\\ Staff has concerns with the GoGov system in place.

\\ Neighborhood Services uses GoGov to track code enforcement complaints.

Departments: City Manager ◦ Information Technology

Funding: To be determined

2.8 Artificial Intelligence Policy

Create a city staff policy to take full advantage of Artificial Intelligence while understanding and addressing any possible risks or limitations.

Departments: City Manager ◦ Information Technology

Funding: To be determined

∞ 1.7

2.9 Communications & Engagement Plan

Create a plan to support the communications and engagement-related items in the strategic plan.

Department: Communications

Funding: Staff time only

∞ 2.13 ◦ 5.8 ◦ 6.1 ◦ 6.2 ◦ 6.3 ◦ 6.5 ◦ 6.6

2026

2.10 City Project Bus Tours

Visit city projects that are in progress or when complete.

\\ Many cities do this to show why projects are a priority and to celebrate their completion. \\ The Parks and Recreation Advisory Board annually tours the city and visits projects.

Department: City Manager

Funding: To be determined

2.11 City Contribution to Staff Retirement Increase

\\ This was brought forward in the 2023 Strategic Planning process based on past employee engagement surveys. \\ This is an employee retention and attraction tool.

Departments: City Manager ◦ Finance ◦ Human Resources
Funding: To be determined \\ City Council prioritized funding beginning in 2026.

2.12 Employee Satisfaction Survey

\\ The city manager last conducted an employee engagement survey in late 2022. \\ Staff will evaluate using a different survey tool.

Departments: City Manager ◦ Human Resources
Funding: To be determined

2.13 City Website Update

Evaluate website options to provide mobile-first technology and other user-friendly features not currently provided by the existing vendor. \\ A design update with the current vendor is set for Q1 2025 to better meet accessibility standards.

Departments: Communications (lead) ◦ Citywide
Timeline: Launch in 2027
Funding: \$12,000 per year
∞ 2.9, 6.3

2.14 All-America City Award

Hosted by the National Civic League, the All-America City Award recognizes communities that leverage civic engagement, collaboration, inclusiveness and innovation to successfully address local issues. \\ Each application cycle is tied to a theme. The 2025 theme is Strengthening Environmental Sustainability through Inclusive Community Engagement.

Departments: City Manager (lead) ◦ Citywide
Funding: To be determined

2.15 Human Resources Information System

Implement a Human Resources Information System (HRIS), which manages data through a centralized technology platform. \\ This would help ensure effective information management. \\ A request for qualifications was issued in 2023.

Departments: Human Resources (lead) ◦ Citywide
Funding Required: To be determined

2.16 Future Proofing

Revisit the business principles established by council in 2004 that guide the organization's operations and decision-making.

- 2.16a. Review all of the business principles to ensure alignment with the strategic plan.
- 2.16b. Revise principle #3 to wrap in the process of anticipating potential challenges, changes, or technological advancements and taking proactive steps to ensure that systems, processes, products, or skills remain relevant and effective over time.

\\ The key aspects of future-proofing include scalability, adaptability, sustainability, resilience and upgradability.

Departments: City Manager (lead) ◦ Citywide
Funding: To be determined

2.17 Civic Academy

Create a program to engage residents in local government and build a leadership pipeline for service on boards, commissions and City Council. \\ This was included in the 2019-2023 Strategic Plan.

Department: City Clerk (lead) ◦ Citywide
Funding: \$7,500 per year

2.18 Anythink Library District Engagement

Enhance the service provided by the Anythink Library District. \\ Prior councils directed staff to explore the feasibility of bringing a physical location to Northglenn. At that time, the Rangeview Library District would not identify Northglenn as a location for a future library, nor was it feasible to exclude Northglenn from the Rangeview Library District boundary. Rangeview, branded as "Anythink." Library District, still does not have plans or funding for a library in Northglenn. \\ Staff has met with the executive director of Anythink. They understand the value of providing direct services to Northglenn residents and have indicated a desire to continue and expand outreach activities in the city. Examples of current Anythink outreach in Northglenn include the bookmobile, the Short-Story Kiosk and events like a pop-up library, poetry slam and youth film festival. \\ Anythink is adding an engagement coordinator in 2025, which may allow for more activities/interaction in the city.

Department: Parks, Recreation and Culture
Funding: To be determined

2027

2.19 Internal Innovation Team

This group would focus on process improvement and innovation initiatives.

Departments: City Manager (lead) ◦ Citywide

Funding Required: To be determined, with staff time

2.20 Future Forward/Adams 12 Partnership Expansion

Expand partnerships with Future Forward/Adams 12 and the city's work with the Northglenn High School STEM Coordinator. Create a youth program that provides connections to local businesses and career pathways.

Department: Economic Development

Funding: To be determined

∞ 1.12

2.21 Annual All-City Training Day

Offer technical and soft skills training for all staff levels at city facilities. \\ This could be modeled after cities that provide enhanced learning opportunities for staff through leadership academies. \\ The purpose is to grow and develop.

Department: Human Resources

Funding: To be determined

2.22 New Resident Survey Tool

- 2.18a Partner with a company that provides text survey capabilities.
- 2.18b Revisit the purpose of the survey and what information is important.

Departments: City Manager ◦ Communications

Funding: To be determined

2028

To Be Determined

2029

To Be Determined



Infrastructure

3



Action Plan 2025

3.1 Futsal Court

\\ *Futsal is a modified form of soccer with five players per side. \\ Space has been identified at Larson Glenn Park for this and other fitness amenities. The Parks and Recreation Advisory Board is advancing this through Northglenn Playbook.*

Department: Parks, Recreation & Culture

Funding: \$50,000, which is included in the 2025 Budget. \\ *These items have good potential for grant funding. Matching funding is identified in the approved 2025 CIP.*

∞ 3.2

3.2 Northglenn Playbook Implementation

The Northglenn Playbook is the Parks, Recreation & Culture long-range plan. Recommendations include improved lighting and safety features, infrastructure maintenance, incorporation of unique play elements, additional shade for parks and playgrounds, enhanced

DEFINITION

Invests in and maintains transportation assets, trails, parks, facilities, water, wastewater, and stormwater systems.

trail connections, etc. that should be incorporated into all projects.

Timeline: Multi-Year \\ *Playbook was presented to council for approval on Dec. 9, 2024.*

Departments: Parks, Recreation & Culture ◦ Public Works ◦ Finance

Funding: To be determined

∞ 3.1 ◦ 3.12 ◦ 3.13

3.3 Stonehocker Farmhouse Event Center

Construct a small event center at the Stonehocker historic property. \\ The initial vision is barn-type, primitive, yet accessible and warming.

Timeline: \\ *Council identified this in the 2022 strategic planning process. \\ An evaluation was done in 2024.*

Departments: Planning ◦ Parks, Recreation & Culture
Funding: To be determined

Timeline: In 2025, staff will work to develop appropriate project scopes and goals for council consideration in 2026. \\ *An engineering evaluation has been completed, along with planning-level recommendations for needed upgrades.*

Funding: Only staff time is needed to create the plan, which will inform specific budget needs over the next several years.

3.4 Civic Center Infrastructure Evaluation

Evaluate the infrastructure to support the continued development of the Civic Center. \\ The Civic Center Plan identifies high-level infrastructure needs. Long-range planning and system analysis are out of date and should be updated to support utility system planning and ensure the city and future developers have up-to-date information.

Departments: Public Works ◦ Planning

Funding: To be determined

∞ 4.2

3.8 Long-Term Building Maintenance Plan

Develop an ongoing maintenance and replacement plan for vertical infrastructure.

Department: Public Works

Funding: To be determined

3.5 112th Avenue Drainage

Evaluate engineering options on East 112th Avenue to address drainage concerns. \\ The current drainage system was not designed to accommodate the heavy rain that occurred in 2023. The resulting flooding impacted a number of homes downhill from the road near Irma Drive.

Department: Public Works

Timeline: Any major CIP work could begin in 2026, pending council approval and funding. \\ *Council was presented an engineering assessment to identify permanent options on Dec. 2, 2024.*

Funding: \$16M-\$19M \\ *Design and construction of a selected project will require funding from multiple sources.*

2026

3.9 Water Distribution Systemwide Analysis

Analyze the system to support capital and operational plans. \\ The last full assessment was in 2008. The system and its condition have changed since then.

Department: Public Works

Funding: To be determined \\ *Existing funding will likely cover most of this cost.*

3.6 Stormwater Fee Evaluation

Evaluate stormwater fees based on capital improvement needs identified in a stormwater integrity and functionality evaluation.

Department: Public Works

Timeline: The fee evaluation would begin in 2025 for consideration in 2026. \\ *The functionality and integrity study is underway.*

Funding: To be determined \\ *Funds would come from stormwater fees.*

3.10 70% Pavement Condition Index Rating

Reach and maintain a citywide Pavement Condition Index (PCI) rating of at least 70%. \\ The city's current PCI rating is 67; a rating of 70 is considered 'Very Good'. \\ Council Resolution 06-92, adopted on July 27, 2006, commits the city to this performance rating.

Department: Public Works

Funding: To be determined \\ *City Council prioritized additional funding in the 2026 Budget.*

3.7 Wastewater Treatment Plant Long-Range Plans

Utilize engineering evaluations of the plant to develop appropriate project scopes and goals.

Department: Public Works

3.11 Pocket Spaces

Create small spaces for gathering, resting and enjoying. \\ Amenities could include swings, colorful streets and more.

Departments: City Manager ◦ Public Works ◦ Planning ◦ Parks, Recreation & Culture

Funding: \$75K to \$100K for a study

3.12 Park Amenity Replacement

Replace aging park amenities, which could include picnic tables, benches, trash/recycling containers, etc.

\\ Each amenity has been geo-located and assigned a condition score through Northglenn Playbook to assist in prioritization.

Department: Parks, Recreation & Culture

Funding: To be determined \\ Council prioritized addressing deferred maintenance in the 2023 Strategic Planning process with the additional revenue available in 2026.

∞ 3.2

3.13 Walkability Evaluation

- 3.13a Evaluate widening sidewalks throughout the city to be more pedestrian-friendly
- 3.13b Evaluate adding trail amenities such as benches and trash cans
- 3.13c Explore possible partnerships with NURA and the business community

\\ Connect Northglenn and Northglenn Playbook have recommendations to improve trail connections and walkability. Additional amenities can be included as these connections are made.

Departments: Planning ◦ Public Works

Funding: To be determined

∞ 3.2

3.14 Northglenn Image Enhancement

Increase brand awareness in the city.

- 3.14a Wrap traffic signal cabinet boxes and utility boxes
\\ This project will wrap approximately 35 of the city's 50 traffic signal cabinets. \\ The selected artist presented designs to council in October 2024, with a follow-up coming in December. \\ Additional traffic signal cabinets or utility boxes could be wrapped. \\ This is in partnership with the Northglenn Arts & Humanities Foundation.
- 3.14b Entryway signage program
- 3.15c Update light pole banners

Departments: Communications ◦ Parks, Recreation & Culture ◦ Public Works

Funding: To be determined \\ The utility box wrapping cost was \$75K, which includes a \$25K Adams County Grant. This was budgeted and committed in 2024.

∞ 3.18 ◦ 3.21 ◦ 3.23

3.15 Berthoud Pass Water Availability

Continue to invest in Berthoud Pass infrastructure to maximize associated water rights. \\ Berthoud Pass Ditch is one of the city's three main water sources.

Department: Public Works

Timeline: Implementation could begin in 2027. \\ A planning-level analysis has been completed. 2026 work will transition this to an actionable series of projects for council consideration.

Funding: To be determined

3.16 Wastewater Collection System Analysis

Analyze the system infrastructure (i.e. pipes, lift stations, etc.) to support smart capital and operational planning.

\\ The last full assessment was in 2008. The system and condition have changed since then.

Department: Public Works

Funding: To be determined \\ Existing funding will likely cover most of this cost.

3.17 Street Lighting Gaps

\\ Public Works staff commissioned an in-field audit and assessment from Tanko Lighting in February 2023 of the streetlights located throughout the city, including an evaluation of energy efficiency, lighting gaps and maintenance of current streetlights. \\ Xcel Energy must partner on this project.

- 3.17a Address the lighting gaps identified in the study
- 3.17b Commission a follow-up study to evaluate the feasibility of upgrading streetlight systems to the most energy-efficient option

Departments: Public Works ◦ Planning

Funding: The streetlight feasibility analysis will cost \$10K to \$15K, which will inform future costs.

2027

3.18 City Fencing Update

Replace much of the city-owned fencing along the main arterials. \\ Staff completed an assessment of the citywide fence program in 2022. Much of the fencing is nearly 20 years old and needs to be replaced anytime from now to within five years. The logo on the brick pilaster is outdated. \\ A small portion of fencing on Washington Street was replaced

in 2023, but no further maintenance was identified in the 2024 Budget. \\ New requests were made for locations on both sides of 112th Avenue.

Departments: Parks, Recreation & Culture

Funding: To be determined

∞ 3.14 ◦ 3.23

3.19 I-25 Pedestrian Bridge

Close the pedestrian tunnel that connects the Wagon Road Park-n-Ride to the Civic Center and put a pedestrian bridge over top. \\ Staff believes that widening the pedestrian tunnel near the Civic Center is not possible, as it is cost-prohibitive. \\ Staff previously recommended a pedestrian bridge over I-25 and City Council did not prioritize this when discussing improvements to the tunnel conditions. \\ In 2024, video surveillance and lighting enhancements were installed in the tunnel.

Departments: City Manager ◦ Public Works ◦ Planning ◦ Finance

Funding: \$10M to \$15M \\ Congressional Direct Spending and grant opportunities are possible.

3.20 Accessory Dwelling Unit (ADU) Grants

Create a program that assists homeowners financially with the construction of ADUs. \\ The city has an established ADU program and codes that support their construction, but it does not provide grant funding.

Department: Planning

Funding: To be determined

3.21 Colorful Striping and Streets

Use unique thermoplastic crosswalks to draw the attention of drivers to stop for pedestrians while adding visual interest, making Northglenn a fun place to drive. \\ Examples include the “brick” crosswalks on Community Center Drive and the bright green in front of the Parsons Theatre. \\ The Municipal Code must be evaluated to see what is permitted.

Departments: Parks, Recreation & Culture ◦ Public Works

Funding: To be determined

∞ 3.14

3.22 Water and Wastewater Fee Evaluation

Evaluate the fee structure of the water and wastewater systems for any needed updates.

Department: Public Works

Funding: To be determined \\ Funds would come from water and wastewater fees.

2028

3.23 Arterial Streetscape Enhancements

Improve the aesthetic quality of Northglenn’s major roadways. \\ These are some of the most-traveled roadways in Adams County, so their appearance is critical to the impression of the city by residents and visitors. \\ This could be a component of the Comprehensive Transportation Plan. \\ An assessment was done in 2011 and again in 2014. Council did not move forward with implementation.

Departments: City Manager ◦ Public Works ◦ Parks, Recreation & Culture

Funding: To be determined

∞ 3.14 ◦ 3.18

2029

3.24 First/Last Mile Connection to Mass Transit

Partner with local agencies to assess first and last-mile connection to local mass transit stations such as the N-Line and Wagon Road Park-N-Ride, focusing on electric vehicles. \\ This requires participation on a regional transportation level from groups such as NATA, DRCOG, CDOT and RTD. \\ The city is working on a bike library program with NATA through an RTD grant (Mobility Hub Project) to make e-bikes available to at-risk populations. Staff is working on a location at the Civic Center. \\ This is anticipated to be part of the Comprehensive Transportation Plan and the Climate Action and Resilience Plan.

Departments: Public Works ◦ Planning

Funding: To be determined

∞ 5.2



Business Retention & Growth

4



Action Plan 2025

Funding: To be determined \\ Funding for consulting work will come out of the 2024 Budget. \\ Future funding will come from the city and NURA.

∞ 3.4

4.1 Washington Point Redevelopment

Implement a redevelopment strategy for the Washington Point Shopping Center and adjacent residential development.

Departments: Economic Development ◦ NURA

Timeline: 2025 \\ A feasibility study and redevelopment analysis led by NURA is underway.

Funding: To be determined \\ Funding will come from NURA.

4.3 Northglenn Marketplace Investment

Continue the city and NURA's partnership with Hutensky Capital Partners at the Northglenn Marketplace.

● 4.3a Partner with HCP in their planning processes for the center and align the city's subarea planning efforts underway.

● 4.3b Identify opportunities for parking lot activation to drive foot traffic throughout the center.

Departments: Economic Development ◦ NURA

Funding: To be determined \\ Funding will come from NURA.

4.2 Civic Center Phase 3

Update the Civic Center Plan, focusing on the old City Hall and recreation center sites.

Departments: Planning ◦ Economic Development

Timeline: Completion Q2/Q3 of 2025 \\ An initial meeting to re-visit the plan was held on Oct. 28, 2024.

DEFINITION

Attracts and retains a wide range of businesses to maintain a strong local economy that cultivates community pride.

4.4 NURA Plan Areas Re-Evaluation

Re-bligh specific project areas to capture the full amount of future revenue generation and to include mixed-use/residential development. \\ Each plan will include the required conditions survey, impact report and draft plan documents. \\ This effort is necessary for NURA to pursue larger-scale redevelopment projects.

Departments: Economic Development ◦ NURA

Funding: Estimated \$50,000 per plan

4.5 Minority, Woman and Veteran-Owned Business Support

Encourage Northglenn businesses to report if they are minority-owned, women-owned, or veteran-owned through the Shop Local Directory. \\ This is meant to welcome and support a diverse business community. \\ The DISE Board can collaborate on this item.

Departments: Economic Development ◦ Information Technology ◦ Communications

Funding Required: Staff time only

2026

4.6 Washington Corridor Subarea Plan

Engage in a subarea planning effort for the Washington Corridor from 120th Avenue to 104th Avenue, with consideration of commercial and residential redevelopment opportunities. \\ This would be informed by the Washington Point Center feasibility study and redevelopment analysis underway.

Departments: Economic Development ◦ NURA ◦ Planning

Funding: To be determined \\ Funding to come from NURA.

4.7 Crime Prevention Resources for Businesses

Identify resources to assist business owners and property management with challenges such as graffiti, illegal dumping, vandalism and trash. \\ Options include Business Improvement District Model opportunities, partnerships with Police, Crime Prevention Through Environmental Design (CPTED) review and doorbell camera sharing.

Departments: Economic Development ◦ Planning ◦ Police ◦ NURA

Funding: To be determined \\ Funding to come from NURA and the city.

4.8 Citywide Shopping Center Activation

Partner with smaller shopping center owners/property managers to bring periodic activities to parking lots using third-party event organizers. \\ A possible partner is the Better Block Program.

Departments: Economic Development ◦ NURA

Funding: To be determined \\ Funding to come from the city and NURA. \\ An additional FTE is likely needed.

2027

4.9 Entertainment District Study

\\ An Entertainment District is a specially-defined area that includes businesses such as taverns, hotels, restaurants and entertainment facilities. \\ Ordinance No. 1752, Series 2018 authorizes the establishment of entertainment districts. \\ Interested property owners must initiate the process.

Departments: Planning ◦ Economic Development ◦ NURA

Funding: To be determined

2028

4.10 Restaurant Incubator/Food Hall

Evaluate the market feasibility of bringing a restaurant incubator/food hall to the community, providing space where entrepreneurs can learn to run a business and operate a restaurant. \\ Consider the Marketplace and other opportunities through infill redevelopment.

Departments: Economic Development ◦ NURA

Funding: To be determined \\ NURA or city will fund depending on location.

2029

To Be Determined



Environmental Stewardship



Action Plan 2025

goals are solidified, actions and timelines will be finalized and modeled out.

Funding: To be determined

∞ 3.24

5.1 Monarch Butterfly Flyway

Create an area where monarch butterflies can gather and pollinate. \\ A pollinator-friendly native garden is being installed at Fox Run Open Space. Work has included collaboration with the City of Thornton and Butterfly Pavilion, review of the National Wildlife Federation's Mayor Pledge and discussions with an engaged resident.

Departments: Planning ◦ Parks, Recreation & Culture

Timeline: Spring 2025

Funding: Staff time only.

DEFINITION

Supports sustainable practices and the conservation of natural resources for the health and well-being of current and future generations.

5.2 Climate Action & Resilience Plan

Implement the short and long-term tasks in the Climate Action and Resilience Plan. \\ The plan's purpose is to reduce greenhouse gas emissions and increase the city's resiliency to current and future effects of climate change.

Department: Planning (lead) ◦ Citywide

Timeline: Multi-Year \\ The existing conditions analysis and greenhouse gas inventory review are finished. Staff is now moving on to creating a vision and goals for the plan with extensive input from the community. Once the vision and

5.3 Sustainability Committee Support

Determine if the Sustainability Committee requires additional support or assistance. \\ The committee has six members and a staff liaison. \\ This requires a discussion with council and clarification on what additional support is desired. \\ Staff will bring forward a recommendation to implement a Community Sustainability Grant and a Sustainable Business Grant.

Department: Planning

Funding: \$10,000 for the two grant programs per year

5.4 Community Garden

\\ In addition to construction, a programming plan would need to be developed and implemented. \\ A bee apiary is one example of a programming element within a community garden; other examples include volunteer recruitment and management, outdoor education programs and garden infrastructure maintenance.

Department: Parks, Recreation & Culture

Timeline: Details of funding operations will occur next year, with implementation in 2026.

Funding: \$50K for a community garden is included in the 2025 Budget. \\ Grant funding is possible.

5.5 EV Fleet Transition Plan

Develop and implement a plan to transition city vehicles from gas-powered to electric. \\ The plan will include fleet chargers at city facilities, planning for future charging stations, planning ride-and-drive events for staff and identification of grant funding resources, along with feasibility, timing and budget considerations. \\ Fleet-only EV chargers have been installed at the new City Hall, Maintenance & Operations Facility and the Justice Center, supported by grants and tax credits.

Departments: Planning ◦ Public Works

Timeline: Multi-Year

Funding: To be determined \\ Funding is already allocated for vehicles on the city replacement schedule. \\ Grant funding is possible.

5.6 Net Zero Energy Codes

Reach 100% Net Zero greenhouse gas emission in residential and commercial construction by adopting building energy and carbon codes. \\ Xcel Energy provides technical assistance through its newly-launched energy codes program. \\ The city committed to this goal with the approval of Resolution No. 23-62.

Department: Planning

Timeline: Accomplishment by the end of 2030 \\ Planning and Building staff have been working as members of the Northwest Metropolitan Regional Energy Code Cohort since 2021 towards this regional goal.

Funding: \\ The Energy Code Cohort was initially funded through a Colorado Department of Local Affairs (DOLA) grant and is currently being administered and funded by Boulder County. \\ Future funding is secured for this code cohort through the DRCOG CPRG Grant, including implementation grant funds to be awarded directly to jurisdictions.

5.7 Glass Recycling Program

Implement a program to assist with glass recycling. \\ Even though glass is specially-suited for recycling, often it goes to the landfill due to breakage or contamination.

Timeline: Multi-Year \\ A glass-only recycling bin opened at Northwest Open Space on Nov. 18, 2024.

Departments: Planning ◦ Public Works

Funding: To be determined \\ The glass-only bin comes at no additional cost to the city thanks to a partnership with Anheuser-Busch and O-I Glass.

5.8 Eco-Conscious Public Events

\\ Offering bike parking and recycling at events, moving towards more sustainable giveaways, implementing solar-powered events and offering a sustainable water source, sustainable cups and community education at larger events.

Department: Communications

Timeline: Multi-Year \\

Funding: To be determined \\ Grant funding is possible.

∞ 2.9

5.9 Air Quality and Sustainable Energy Program Expansion

\\ Continue to invest in environmental stewardship programs including the Mower Exchange Program, Love My Air Program and Solar Switch Program. \\ Future opportunities include the Charging Smart Program and Watts at Work Programs through Drive Clean Colorado.

Department: Planning

Timeline: Multi-Year \\ Programs are ongoing.

Funding: To be determined \\ \$5K to \$10K for the Mower Exchange Program; the other programs only require staff time.

\\ Funding is needed to expand the number of air quality monitors within the Love My Air Program.

5.10 Regional Partnerships Development

\\ Planning staff has been participating in multiple regional partnerships and coalitions including Partners in Energy, Colorado Communities for Climate Action (CC4CA), Front Range Beneficial Electrification Network (FRBEN), Urban Sustainability Directors Network (USDN), Solar Hero (Energy Resilience Network), Regional Air Quality Council (RAQC) and the Denver Regional Council of Governments (DRCOG) CPRG Project Management Team. \\ These allow staff to leverage existing programs, funding and relationships to achieve environmental stewardship goals.

Department: Planning

Timeline: Multi-Year *Partnerships are ongoing.*

Funding: Staff time only

5.11 Environmental Stewardship Education

Continue and enhance existing efforts to communicate with and educate community members, businesses, visitors and staff about environmental stewardship. Options include hosting educational events such as Public Works Week and the Climate Action Speaker Series, having educational booths at city events and communicating environmental stewardship initiatives on outlets such as the city website, social media, internal staff site, the Connection and recycling mailers.

Departments: Planning ◦ Public Works ◦ Parks, Recreation & Culture ◦ Communications

Timeline: Multi-Year

Funding: None

5.12 City Building Energy Generation and Efficiency Evaluation

- 5.12a Evaluate the energy usage of city buildings
- 5.12b Evaluate the feasibility of adding energy generation such as photovoltaics (PV) to offset or eliminate energy costs, add resilience and operate cleaner.
- 5.12c Use the evaluation to plan for future grant opportunities and capital improvement costs.

Department: Planning ◦ Public Works

Funding: From no cost up to \$135K for an Investment Grade Audit (IGA)

5.13 Waste Optimization Plan Recommendations Re-Engagement

Move forward with community outreach engagement of the Waste Optimization Plan, which involves trash, recycling and composting.

Departments: Planning ◦ Public Works

Timeline: Q3/Q4 2026

Funding: \$150K-\$175K for community engagement and \$10K-\$15K to update the model and assumptions

5.14 Wastewater Treatment Plant Agrivoltaics

Research the feasibility of agrivoltaics (the simultaneous use of land for solar energy generation and agriculture) on the 300 acres of agricultural land adjacent to the Wastewater Treatment Plant. This would be an innovative approach to energy generation while promoting environmental stewardship.

Departments: Planning ◦ Public Works

Funding: \$20 to \$30K for a feasibility analysis

5.15 Electronic Document Signing

Implement a digital signature system for contracts and other documents. The digital signature system will streamline the document signing process, reduce paper usage and improve accessibility for remote work.

Departments: City Clerk ◦ Information Technology ◦ Finance

Funding: \$20K

2027

5.16 Water Wise Landscaping Programs for Commercial Properties

The city offers several programs that provide rebates to residents, but none for commercial properties. A policy discussion with City Council is necessary to clarify what is desired beyond what existing policies require.

Departments: Planning ◦ Public Works

Funding: To be determined

2028

To Be Determined

2029

To Be Determined



Diverse & Engaged Community



Action Plan 2025

6.1 Special Events Addition Discussion

Consider new event opportunities appropriate for the community and that the city has the resources to stage or can find a partner to produce. \\ Preliminary ideas include Oktoberfest, seasonal farmer’s market, holiday market, art festival and Northglenn Days. \\ Solicit feedback through a survey to help inform the discussion about opportunities and other possible event changes.

Department: Communications

Timeline: 2026-2029 \\ Staff will bring forward a discussion with City Council in December 2024 to discuss current special events, survey results from Pirate Fest and Noel Northglenn and new event ideas. \\ For 2025, evaluate whether to adjust current programs while maintaining the same number of events and level of funding.

Funding: \$5K for an event survey \\ Addition of events will require additional funding. Prioritization of events by council and alignment with the city’s short-term fiscal outlook are required.

∞ 2.9

6.2 Videos Promoting Diversity

Produce four to six videos each year highlighting the diversity of the community. \\ This may include board/commission members, business owners, staff or residents. \\ Pair with a national recognition month if appropriate.

Departments: Communications (lead) ◦ Citywide ◦ Boards and Commissions

Funding: Staff time only

∞ 2.9

6.3 Digital Accessibility Standards

Improve digital accessibility to meet standards required by HB21-1110 and enhance communications. \\ The City Clerk’s Office will procure a new agenda and meeting management system and Municipal Code platform to ensure digital content is accessible to individuals with disabilities. \\ Communications is adjusting the city website in early 2025.

Departments: Communications ◦ City Clerk (leads) ◦ Citywide

Funding: \$50K for an agenda and meeting management system and \$10,000 for a Municipal Code platform was approved for 2025.

∞ 2.9

DEFINITION Cultivates diversity, inclusion, and belonging.

6.4 Workforce Optimization Engagement Phase 2

- 6.4a Cultural Intelligence training for line staff
- 6.4b Implementing measurements to track progress on Workforce Optimization initiatives
- 6.4c Furthering the operationalization of this work into city performance evaluations and recruitment processes.

\\ This continues the implementation of the 2021 DEI framework citywide. Phase 1 included targeted leadership training for all supervisors and above.

Departments: Human Resources (lead) ◦ Citywide

Funding: \$22,000 was approved for 2025. \\ This will be an annual budget request.

2026

6.5 Non-English Language Outreach

Identify Northglenn communities that speak languages other than English and direct market to them if there is an appropriate avenue.

- 6.5a Put the Connection newsletter online in a format that can be easily translated and promote it in three languages each month in the print version. \\ Starting with the September 2024 edition, newsletters are being placed at www.northglenn.org/connection that can be translated through the site's Google translator.
- 6.5c Re-evaluate effectiveness in 2026.

Department: Communications

Funding: \$10K

∞ 2.9

6.6 Ward-Specific Community Projects Program

Each ward receives \$5,000 annually to do a community project. Residents would make suggestions for improvements and participate in their execution. \\ Criteria would need to be developed.

Department: Communications

Funding: \$20,000 will be requested for 2026.

∞ 2.9

6.7 Skatepark Activation By Programming

To activate the Don Anema Memorial Skatepark, bring in skateboard experts to provide programming, including exhibitions, competitions and/or classes. \\ Staff has previously reached out to local skate shops and others with expertise and has yet to identify a viable partner, but has been asked to revisit this idea.

Department: Parks, Recreation & Culture

Funding: To be determined

2027

6.8 Youth Partnership Opportunities

Evaluate partnerships with outside organizations to engage youth.

Department: Parks, Recreation & Culture

Funding: To be determined \\ Staff time required.

∞ 3.2

2028

6.9 Assistance for Residents with Code Issues

Create a program utilizing volunteers and grants to assist residents who need financial assistance and/or physical support in addressing code enforcement issues on their property. Identify frequent resident property issues and determine whether city services or funding could help. Assist residents with yard care to address routine maintenance or code concerns, home and/or car repair.

Departments: Communications ◦ Planning

Funding: To be determined

6.10 Aging in Place Program

Adopt a program that allows elderly Northglenn residents to stay in their homes. \\ Northglenn's senior population is 11.7%, which aligns with the countywide population of 11.6%. \\ Adams County is in the lead in creating a hybrid Area Agency on Aging (AAA) to address gaps in funding for services through the Denver Regional Council of Government's (DRCOG) AAA. The county has issued

RFPs for service providers, with contracts for both case management and adult day programs in the process.

Departments: Parks, Recreation & Culture ◦ Planning

Funding: Future funding may be required.

2029

◦ **To Be Determined**



2025-2029 \\ CITY COUNCIL

Strategic Plan

IMAGINE THE POSSIBILITIES

EMPOWERING CHANGE, DELIVERING RESULTS.