COMMERCE CITY, COLORADO

2024 - 2028

STRATEGIC PLAN

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ABOUT THE COMMERCE CITY STRATEGIC PLAN

The Commerce City Strategic Plan is a five-year plan that guides the city's priorities and investments. It was developed by the Center for Innovation, with input from city leaders and staff. The plan is based on a vision, mission, value statements, and goals that reflect the community's aspirations for the future.

The strategic plan is a living document that is reviewed and updated annually to ensure that it remains aligned with the city's changing needs. It is a valuable tool for city leaders and staff to make informed decisions about how to best serve the community.

The Commerce City Strategic Plan provides a number of benefits for the city, including:

- It provides a clear vision for the future of the city.
- It helps prioritize the city's investments.
- It guides decision-making at all levels of government.
- It fosters collaboration between city leaders, staff, and community members.
- It helps to ensure that the city is accountable to its residents.

The strategic plan is a roadmap for the city's future. It helps to ensure that the city is making progress towards its goals and aspirations. It is a valuable tool for city leaders, staff, and community members to work together to create a better future for Commerce City.

CREATING THE COMMERCE CITY STRATEGIC PLAN

The Commerce City Strategic Plan initiative commenced in February 2023 during the City Council's Winter Strategic Planning Retreat. During this event, the City Council deliberated on their priorities for the city and collaborated closely with municipal staff to solidify their initial objectives for the next five years. This collaborative effort extended through April 2023, with ongoing refinement of priorities taking place during City Council meetings.

City Manager Jason Rogers enlisted the Center for Innovation to lead the retreat facilitation and subsequent strategic planning endeavors. Following the retreat, the staff diligently worked to outline a series of objectives aligned with the Council's priorities.

Once approved, this strategic plan will serve as a foundational framework for future budgeting processes, policy focus areas, and various decision-making processes, providing a structured and logical approach to long-term decisions.

For more information about the strategic planning process, please visit **c3gov.com/StrategicPlan**.

If you have any questions, please feel free to contact the Center for Innovation directly at c3innovation@c3gov.com or get in touch with the city's Chief Innovation Officer, Armando Guardiola, at 720-338-0788.

COMMERCE CITY
CITY COUNCIL
2023

The City Council of Commerce City is made up of nine members of the Commerce City community.

City Council works together to set the policy direction for the city through resolutions, ordinances, and other actions.

Benjamin A. Huseman
Mayor

Jennifer Allen-Thomas
Mayor Pro-Tem
Ward II

Oscar Madera
Councilmember
Ward I

Renée M. Chacon
Councilmember
Ward III

Susan Noble
Councilmember
Ward IV

Kristi Douglas
Councilmember
At-Large

Sean Ford
Councilmember
At-Large

Craig Hurst
Councilmember
At-Large

Craig Kim
Councilmember
At-Large

MESSAGE FROM THE CITY MANAGER

Dear Commerce City community,

I am pleased to present the City of Commerce City's five-year strategic plan. This plan is the result of a year-long effort by the City Council, staff, and stakeholders to identify our shared vision for the future of our city and to develop a roadmap for achieving that vision. At its core, this plan is firmly grounded in Commerce City's community values, which encompass:

1. A diverse community by celebrating its unique history, identity, and culture, where families can live, work, and play.
2. A healthy and safe community where fresh air, clean water, public health, and preservation of natural open spaces are paramount.
3. A financially sound community where businesses flourish through collaboration and innovation.

To translate these values into tangible results, the plan sets forth a series of City Council goals:

- Develop and maintain public infrastructure, facilities, and transportation to improve community appearance and encourage continued development.
- Promote a balanced, thriving, and inclusive city economy that cultivates, attracts, and retains business.
- Protect resident health, safety, and education by promoting public safety, environmental health, and sustainability.
- Address the full spectrum of housing needs, encourage sustainable development, and protect residents through enhanced oversight and balanced residential growth.
- Promote city unity and support our diverse community by encouraging community connectivity, fostering civic pride, and improving resident health and wellness.
- Provide innovative, responsive, and transparent service to the community across all city departments by assessing and meeting service levels and demonstrating efficacy through data and metrics.

This five-year strategic plan is not a static document but a dynamic blueprint that will evolve in partnership with our community. Over the next five years, we will work hand in hand with you to implement these initiatives and diligently track our progress. I have full confidence that this plan will serve as the cornerstone for a brighter future for all our residents, as we continue to work towards making Commerce City a quality community for a lifetime.

We extend our heartfelt thanks for your unwavering support.

Sincerely,

Jason R. Rogers, City Manager

Scan for
more information

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Mission

The City of Commerce City provides excellent services to its diverse community to build a Quality Community for a Lifetime.

Vision

The City of Commerce City is a thriving community: economically strong, environmentally sustainable, diverse, inclusive, socially equitable, and responsive.

Community Values

A diverse community

by celebrating its unique history, identity, and culture, where families can live, work, and play.

A healthy and safe community

where fresh air, clean water, public health, and preservation of natural open spaces are paramount.

A financially sound community

where businesses flourish through collaboration and innovation.

VISION
WHERE WE WANT TO BE

COMMUNITY VALUES
HOW WE ACT

COMMUNITY VALUES
HOW WE ACT

COMMUNITY VALUES
HOW WE ACT

MISSION
WHAT WE DO

CITY PROFILE

The City of Commerce City is in western Adams County, just northeast of the City of Denver. The city is well connected to the region by a series of major roadways, including I-76, U.S. Routes 6 and 85, and Highway 2 that cuts southwest-northeast through the City; I-270 and I-70 to the south; and toll road E-470 to the east. The city is accessible internationally via the Denver International Airport (DIA) located adjacent to its eastern planning area. The city's boundaries wrap around the western and northern sides of the Rocky Mountain Arsenal Wildlife Refuge (RMAWR). Around 25% of the city's population lives in the "Core City", the historic, industrial area south of E. 88th Avenue. The remainder of the population lives in the "Northern Range" stretching from the city's western-most boundaries across the northern boundaries of RMAWR out to its future growth areas northwest of DIA.

Population Change 1990 - 2019
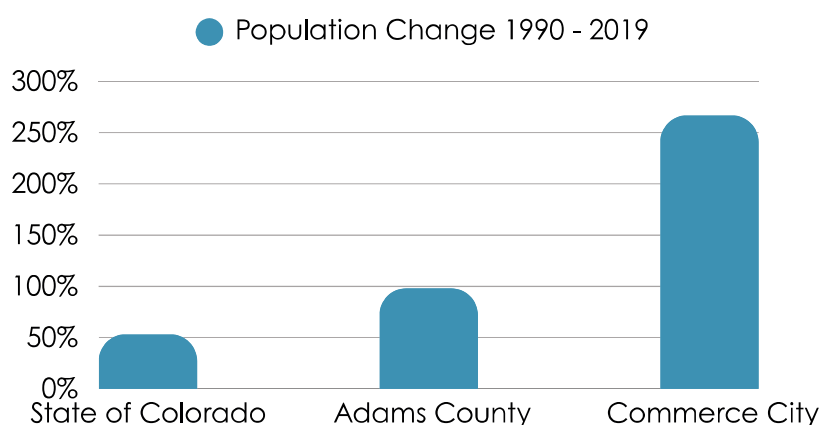
Commerce City has experienced considerable population growth in the past 20 years. In 2019, the population in Commerce City was estimated at 60,392 residents. Between 1990 and 2019, significant population growth occurred in both Adams County region and Colorado at large.

The major boom in Commerce City's population by 266.8% far surpasses both areas by 2.8 times and 3.6 times respectively. The population change has disproportionately occurred in the Northern Range, with some tracts increasing in population density by more than 53.1% from 2010 to 2019.

The City's demographic trends largely track with Adams County and Colorado. This includes an increase in the senior population by 57.9%, a 34% increase in children ages 5 - 19, and a mostly even split between male and female residents. Just like Colorado, Commerce City has a majority White-identifying population. However, the city has high concentrations of Hispanic or Latino whose growth has outpaced much of the rest of the county and state. Commerce City's Hispanic or Latino population increased by 150.1% from 2000 to 2019 compared to Adams County's (96.7%) and Colorado's (64.2%) Hispanic and Latino population change over the same period.

For more information about the City of Commerce City, please review the city's Comprehensive Plan, Existing Conditions Report, and other studies on the city's website at **c3gov.com/CompPlan**.

Commerce City in 2023 Opportunities

For the City of Commerce City to plan for the future, it is crucial that the city understands current opportunities and challenges that will impact the city over the next five years. The city has a number of reasons to look forward to the next five years.

OPPORTUNITIES

Stable Organizational Leadership
With the city manager's appointment to the position in late 2022, the city organization has a unique opportunity to leverage his steady leadership to deliver more for the community. The city manager was appointed with a message focused on executing for the community. This focus on discipline and execution will continue to improve the city's service delivery through an improved Capital Investment Program (CIP), additional leadership for key departments such as Public Works, and an overall focus on customer and community experience.

Economic Opportunity and Development
The City of Commerce City has wide swaths of undeveloped land that present numerous opportunities for the future of the city. While there are numerous challenges for the city's economic development, there is an unprecedented opportunity for the city to drive its vision through the continued growth of the city. This may include greater focuses on commercial and retail opportunities, place-making and activation of underutilized spaces, and more protections and transparency for homeowners, renters, and prospective community members.

Planning for the Future
Under the new city manager, staff has been focused on continuously improving the way the city serves the community and strategically planning for the future. The city's Center for Innovation has led the strategic planning process that serves as the anchor for the city's direction for the next five years. A number of other major plans, including the Commerce City Comprehensive Plan 2045, Economic Development Master Plan, Transportation Master Plan, and the Parks, Recreation, and Golf Master Plan give the city numerous opportunities to work collaboratively with the community to co-create the future of Commerce City.

Commerce City in 2023 Challenges

Population and Growth

While the undeveloped areas in the Northern Range of Commerce City are a blank canvas for the vision of the city, the current projected growth in city population and density creates numerous challenges for the delivery of services for the community. Growth in population is directly related to growth in community's needs for service, including public safety, infrastructure maintenance, and safe transit routes for students and older community members. With the city's unique geographical challenges presented by RMAWR, the city will need to continue to expand and improve service delivery to meet the needs of the growing community.

Affordability and Diverse Development

Just like the larger county and state economic trends, the city is struggling with an affordability crisis, particularly in housing. The lack of affordable or even accessible housing has spiked the unhoused population and driven many in the community to the brink of homelessness. The city must take this crisis seriously while also appreciating the need for additional development outside of residential and industrial properties, particularly grocery stores, restaurants, and shopping and entertainment venues. The city must continue to use all of the tools at its disposal to continue to support and improve the basic needs of the community.

Environmental Health and Safety

Commerce City's long history of industrial and logistics development has long been the economic heart of the community. However, with increased awareness for vocal community members, the city must not ignore the environmental challenges caused by these industries. The city must focus efforts on aspects of public health and environmental protections within its control, including increased pollution monitoring and communication for community members living near or working in industry zones, greater collaboration and advocacy at the state and national levels, and a continued commitment to ensuring safe and reliable access to clean water and air in the community.

HOW TO READ
THE STRATEGIC PLAN

GOALS

Goals are City Council's priorities for the future of Commerce City

STRATEGIES

Strategies describe what the city will do to move the needle on each goal

TARGETS

Measurables are how we track the progress on individual strategies

OBJECTIVES

Objectives are the steps the city will take to achieve each strategy over the five-year plan

The Commerce City Strategic Plan is a roadmap that city leadership uses to guide policies and procedures to achieve long-term outcomes. The strategic plan is broken into different categories that gradually get more detailed.

The first level of the strategic plan is the **City Goals**. These statements are broad, aspirational statements that the City Council created to help staff understand their broad agenda for the city. Goals are set completely by City Council and are designed to remain largely the same over the course of the strategic plan life cycle.

The next level of the strategic plan is the **City Strategies.** Strategies are affirmative steps that City Council and city staff can take to progress the city toward one of the desired goals. These are more detailed than goals, often outlining broader initiatives or projects that staff can use to guide their work.

The final level of the strategic plan is the **Targets**. An old adage says that if you can't measure it, you can't improve it. For each strategy, staff has identified metrics that they will use to demonstrate that they are "moving the needle" on each strategy. The metrics are meant to measure the impact the city is making directly, not necessarily indirect costs or benefits of the strategy.

HOW TO READ
THE STRATEGIC PLAN

The strategic plan's final section, **Objectives**, outlines specific steps the City will take to achieve each strategy. City staff members with expertise in the relevant areas develop these objectives. Objectives, unlike goals, are designed to be adaptable and responsive to the community's immediate needs. These objectives reflect Commerce City's current situation in 2023, but they may need to be adjusted in response to changes in the community, economy, and environment.

Some objectives will begin in 2024, while others will be implemented in the coming years. The city will actively seek input and feedback from the community and City Council if a future objective requires a higher priority or a complete transformation.

How does this all fit together?
The city's strategic plan is a cohesive framework, charting the city's future growth trajectory. The goals provide the broadest overview of this roadmap, outlining the city's six areas of focus for the next five years. The strategies then outline the broader actions the city must take, such as "promoting," "evaluating," or "expanding" various programs. Finally, the objectives detail the specific "how" behind the city's execution of these strategies.

The strategic plan is not a static document. Instead, it follows a structured process in which the city continually reports on its progress and adapts the plan through regular community engagement.

REPORTING AND EVOLVING

Reporting:

The city's strategic planning dashboard at **c3gov.com/StrategicPlan** tracks progress on the strategic plan in real-time. This dashboard tracks Goals, Strategies, and Targets, while Objectives are internally monitored by city staff and reported quarterly. The platform automatically categorizes progress as "On Track," "Completed," "Minor Disruption," or "Major Disruption."

City staff will provide comprehensive reports to the City Council quarterly, including updates on in-progress and upcoming objectives, the status of targets, and other significant developments. These reports will be made available online and shared with the community through social media.

Evolution:

The city has designed a strategic plan to evolve alongside the community, recognizing that community needs can change rapidly due to emergencies, evolving conditions, or other factors. This allows for minor adjustments to priorities or direction. The city will work on revising most of the strategic plan in the event of significant updates.

The city will follow an annual cycle to facilitate the City Council's involvement in updating elements of the plan. This process includes several opportunities for community input, business community input, Council feedback, and staff reflection:

- **Council Strategic Planning Retreat:** At the beginning of each year, the City Council convenes to discuss the previous year's progress, the current year's plan, and any shifts in priorities.
- **Community Strategic Planning Events:** The city's Center for Innovation hosts interactive workshops where community members and business members can share their opinions about the future of Commerce City. These events provide a platform to reflect on the city's progress, discuss ongoing and upcoming projects, and offer input to the City Council regarding community priorities.
- **City Survey:** The city will collaborate closely with community stakeholders to collect comprehensive data through the city survey, ensuring a full circle of information for various locales. These surveys will play a crucial role in gathering insights from residents across different neighborhoods, further enriching the planning process and promoting inclusivity in decision-making.

Overall, the strategic plan is a well-written and comprehensive document that outlines the city's goals, strategies, and objectives for the next five years. The plan is also designed to be adaptable and responsive to the community's changing needs.

Council's Six Goals for Commerce City
provide the basis for achieving a thriving community: economically strong, environmentally sustainable, diverse, inclusive, socially equitable, and responsive.

Infrastructure and Transportation

Economic Development

Public Health and Safety

Housing

City Unity and Wellness

High-Performing Government

The council's goals are the foundation of our strategic plan. They articulate the priorities for achieving our stated vision and provide the highest level of structure for our goals. The strategic plan is based on the six council goals that were developed by the City Council at their February 2023 Annual Retreat and subsequent Council meetings.

City Goal - Infrastructure and Transportation

The City of Commerce City will develop and maintain public infrastructure, facilities, and transportation to improve community appearance and encourage continued development.

What is this goal?
This goal represents the city's commitment to developing and protecting our physical assets, such as roads, trails, sidewalks, and facilities. These assets are essential to our community's economic vitality, environmental health, and public safety. Investing in our infrastructure ensure that our community continues to thrive for generations to come.

How we will achieve this goal:
- Invest in new roads and trails to improve transportation and connectivity.
- Repair and maintain existing infrastructure to prevent deterioration and keep our community safe.
- Develop maintenance plans for all of our physical assets to ensure that they are properly cared for over time.
- Coordinate with other agencies to ensure that our efforts are complementary and efficient.

What city departments are involved directly?
Infrastructure and transportation is led by the city's Public Works department, located at 8602 Rosemary St. The city's Parks, Recreation, and Golf department is also involved with the maintenance of parks and trails.

Who should you contact with infrastructure and transportation questions?
Please reach out to the city's Public Works department at 303-289-8150.

Have you found infrastructure or code enforcement issues in the city?
Submit a request through the city's SeeClickFix system at **c3gov.com/living-in/access-c3**.

Scan here for more information

Strategy 1.1	**Improve connectivity of multimodal sidewalks, trails, and multi-use paths.**	**By 2028**
Details	*The city will ensure that the existing network of walkable trails and sidewalks expands and remains easily accessible and connects to as many communities as possible.*	
Target	100% connectivity of recreation and park amenities to city sidewalks and trails.	
Strategy 1.2	**Promote sustainability in infrastructure development, city facilities, and city fleet.**	**By 2028**
Details	*The city will update its practices to ensure the sustainability and efficiency of city capital projects, vehicles, and facilities.*	
Target	100% Increase in city electric vehicle charging stations	
Strategy 1.3	**Improve pedestrian and bike safety on city trails and sidewalks and at road crossings and intersections through education, design, and repairs.**	**By 2028**
Details	*The city will promote safety for all modes of transit through high-visibility signage and alternate routes for pedestrians and bicycles coupled with increased education for young members of the community.*	
Target	10% decrease in vehicle-on-pedestrian and vehicle-on-bicycle accidents	
Strategy 1.4	**Promote multimodal transportation by updating city policies and standards.**	**By 2028**
Details	*The city will continue to update its policies, procedures, and practices to promote a greater variety of transportation options, including walking, biking, and mass transit.*	
Target	Increase the percentage of trips made by multimodal transportation to 20%	
Strategy 1.5	**Update ADA transition plan and implement new ADA standards.**	**By 2028**
Details	*The city will ensure that the existing network of walkable trails and sidewalks expands and remains easily accessible and connects to as many communities as possible.*	
Target	Increase the compliance rate of the city facilities and programs to 95%	

Strategy 1.6	Promote traffic safety and reduce congestion through improved technology and management.	**By 2025**
Details	*The city will upgrade and hire for an improved traffic control center that contributes to data-driven decisions to reduce traffic congestion and improve traffic safety.*	
Target	Reduce the number of traffic fatalities and serious injuries by 15%	
Strategy 1.7	Explore micro-transit opportunities to encourage intra-city travel and expand transportation opportunities.	**By 2028**
Details	*The city will explore novel approaches to providing last-mile and intracity transit opportunities, commonly known as micro-transit, including exploring options to partner with other governments and private sector agencies.*	
Target	Increase the number of micro-transit routes by 100%, if directed by City Council	

Who will 'Move the Needle'?

19 Objectives

Public Works

4 Objectives

City Manager's Office

Community Development

8 Objectives

Parks, Rec, and Golf

3 Objectives

Strategy 1.1	Improve connectivity of multimodal sidewalks, trails, and multi-use paths	Start Date	End Date
Objective 1.1.1	Update Transportation Master Plan to identify connectivity opportunities and strategies	Q1 2024	Q4 2024
Objective 1.1.2	Identify and utilize grant opportunities to promote multimodal trail and sidewalk usage	Q1 2024	Q4 2028
Objective 1.1.3	Update Parks, Recreation, and Golf Master Plan to identify connectivity opportunities and strategies	Q1 2024	Q3 2024

Strategy 1.2	Promote sustainability in infrastructure development, city facilities, and city fleet	Start Date	End Date
Objective 1.2.1	Explore alternative energy for city facilities and include sustainability standards for all upgrades of city facilities	Q1 2024	Q4 2028
Objective 1.2.2	Implement recommendations from 2023 Fleet Assessment to achieve sustainability goals	Q3 2024	Q4 2028
Objective 1.2.3	Expand electric vehicle charging capacity at city facilities	Q1 2024	Q4 2028
Objective 1.2.4	Implement and assess low-impact development standards	Q1 2024	Q4 2028
Objective 1.2.5	Explore potential options to update city street lights to LED	Q1 2025	Q4 2025
Objective 1.2.6	Identify and present to Council incentive programs to promote sustainability in Development Review	Q1 2024	Q3 2025
Objective 1.2.7	Advance sustainability standards in building codes and inspections	Q1 2024	Q4 2028

OBJECTIVES

Strategy 1.3	Improve pedestrian and bike safety on city trails and sidewalks and at road crossings and intersections through education, design, and repairs	Start Date	End Date
Objective 1.3.1	Identify and utilize grant opportunities to promote pedestrian and bike safety	Q2 2024	Q4 2028
Objective 1.3.2	Develop and implement sign-replacement plan to meet safety standards	Q2 2024	Q2 2025
Objective 1.3.3	Continue progress towards Vision Zero by continually improving city safety standards	Q3 2024	Q4 2028
Objective 1.3.4	Improve pedestrian and bike safety standards in development review process through traffic calming	Q1 2024	Q4 2024
Objective 1.3.5	Update engineering standards to promote safety on trails and sidewalks	Q3 2024	Q3 2025
Objective 1.3.6	Explore programs to partner with property owners and businesses to repair and renovate sidewalks	Q4 2024	Q4 2025
Strategy 1.4	Promote multimodal transportation by updating city policies and standards	Start Date	End Date
Objective 1.4.1	Update city development standards to promote multimodal transportation	Q1 2024	Q3 2024
Objective 1.4.2	Partner with RTD to promote and improve accessibility of mass transit opportunities	Q1 2024	Q4 2028
Objective 1.4.3	Identify and develop solutions for last-mile connectivity challenges at existing bus and light-rail stations	Q1 2026	Q1 2028
Objective 1.4.4	Explore implementation of the "Bike Fit" plan and Urban Land Institute (ULI) study	Q1 2024	Q4 2028

Strategy 1.5	Update ADA transition plan and implement new ADA standards	Start Date	End Date
Objective 1.5.1	Create and implement ADA transition plan that identifies existing ADA compliance issues	Q1 2024	Q4 2028
Objective 1.5.2	Create and implement plan to identify intersection upgrades for ADA compliance	Q1 2024	Q4 2024
Objective 1.5.3	Include ADA expectations for new development opportunities to promote accessibility and belonging	Q1 2024	Q3 2024
Strategy 1.6	**Promote traffic safety and reduce congestion through improved technology and management**	**Start Date**	**End Date**
Objective 1.6.1	Expand automatic data transmission systems (telemetry) of city-built infrastructure to improve safety	Q1 2025	Q1 2027
Objective 1.6.2	Upgrade technology for traffic management at city's Traffic Operations Center (TOC)	Q1 2024	Q4 2024
Objective 1.6.3	Expand TOC capacity and staffing	Q1 2024	Q4 2024
Strategy 1.7	**Promote traffic safety and reduce congestion through improved technology and management**	**Start Date**	**End Date**
Objective 1.7.1	Identify organizational fit for micro-transit program and identify policy approaches	Q1 2024	Q4 2024
Objective 1.7.2	Explore micro-transit and last mile service programs to identify appropriate program options for community	Q1 2025	Q4 2025
Objective 1.7.3	Present programming options for micro-transit to City Council and implement City Council direction	Q1 2026	Q2 2026
Objective 1.7.4	Explore RTD partnerships to improve connectivity between north and core Commerce City	Q1 2024	Q4 2028

CITY GOAL – ECONOMIC DEVELOPMENT

The City of Commerce City will promote a balanced, thriving, and inclusive city economy that cultivates, attracts, and retains business.

What is this goal?
Our commitment is to create an economy that is not dominated by a single industry or sector, that is growing and creating jobs, and that benefits everyone, regardless of their race, ethnicity, gender, or background.

How we will achieve this goal:
- Invest in infrastructure, such as roads, bridges, and utilities.
- Provide incentives to businesses.
- Develop a skilled workforce.
- Promote entrepreneurship.
- Create a welcoming environment for businesses.

What city departments are involved directly?
Economic development is led by the city's Economic Development division, located at the Civic Center at 7887 E. 60th Ave., or visit the Small Business Resource Center at 7270 Monaco St. in historic Derby.

Who should you contact with economic development questions?
Please reach out to the city's Economic Development office at 303-568-9850 or by visiting **redefiningcommerce.com.**

Scan here for more information

Strategy 2.1	Identify economic development outcomes and creative approaches to achieve outcomes	By 2028
Details	*The city will work with the community and local partners to identify the community's economic development priorities and use various strategies to achieve those priorities.*	
Targets	Present creative policy approaches and track and measure key economic indicators to achieve the community's determined outcomes.	
Strategy 2.2	Align target industry and site selection procedures with objectives in economic development strategic plan	By 2024
Details	*The city will complete its Economic Development Strategic Plan and use that plan to ensure that we are aligned when recruiting and selecting economic development opportunities.*	
Targets	Present the results of the Economic Development Plan to City Council	
Strategy 2.3	Improve business development, attraction, and retention utilizing sustainability and equity frameworks	By 2028
Details	*The city will develop a framework for the business community to develop, attract, and retain businesses with a focus on sustainability and equity.*	
Targets	10% increase in business retention year-to-year	
Strategy 2.4	Expand awareness to business community through marketing and economic development reporting	By 2028
Details	*The city will expand its communication and marketing for the business community by telling the city's unique story and increasing transparency on economic development outcomes.*	
Targets	Increase in business engagement with economic development staff by 20% year over year	

Who will 'Move the Needle'?

17 Objectives

Economic Development

2 Objectives

City Manager's Office

Community Development

1 Objective

Finance Department

1 Objective

OBJECTIVES

Strategy 2.1	Identify economic development outcomes and creative approaches to achieve outcomes	Start Date	End Date
Objective 2.1.1	Explore land banking opportunities to preserve premier development opportunities for the future	Q1 2024	Q4 2028
Objective 2.1.2	Explore programs for ED Opportunity Fund	Q1 2026	Q4 2026
Objective 2.1.3	Leverage city diversity and culture as an asset for economic development	Q1 2024	Q4 2028
Objective 2.1.4	Explore opportunities for Foreign Direct Investment into local economy	Q1 2027	Q4 2027
Objective 2.1.5	Identify and expand programming to support, recognize, and grow existing employers and small businesses	Q1 2024	Q4 2028
Strategy 2.2	**Align target industry and site selection procedures with objectives in economic development strategic plan**	**Start Date**	**End Date**
Objective 2.2.1	Identify targeted industry clusters through Workforce and Industry Cluster Study	Q1 2024	Q4 2025
Objective 2.2.2	Conduct a competitive industry and work force analysis	Q1 2024	Q4 2025
Objective 2.2.3	Implement recommendations from work force analysis to leverage the growing workforce for business attraction	Q1 2026	Q4 2028
Objective 2.2.4	Continue efforts to grow retail and hospitality industry cluster	Q1 2024	Q4 2028
Objective 2.2.5	Expand support and programming to attract and retain primary employers	Q1 2024	Q4 2028

Strategy 2.3	Improve business development, attraction, and retention utilizing sustainability and equity frameworks	Start Date	End Date
Objective 2.3.1	Enhance entrepreneurial ecosystem through expanded online portal and additional programming for small businesses and home-based businesses	Q1 2024	Q4 2027
Objective 2.3.2	Support minority-owned and Spanish-speaking businesses with growth opportunities	Q1 2024	Q4 2028
Objective 2.3.3	Leverage sustainability to attract and retain businesses	Q1 2024	Q4 2028
Objective 2.3.4	Create and adopt equity framework and educate business community	Q1 2024	Q4 2027
Objective 2.3.5	Create equity and best-fit frameworks for business license review and approval	Q1 2026	Q4 2026
Objective 2.3.6	Explore requiring business license renewal for existing businesses in the community	Q1 2026	Q4 2026
Objective 2.3.7	The Development Review and Building Permit processes are continuously improved to ensure efficiency, service and safety	Q1 2024	Q4 2028
Strategy 2.4	Expand awareness to business community through marketing and economic development reporting	Start Date	End Date
Objective 2.4.1	Implement recommendations from the Blue Ribbon Economic Development Advisory Commission's 2022 Report	Q1 2024	Q4 2025
Objective 2.4.2	Align economic development reporting to industry best practices	Q1 2024	Q4 2028
Objective 2.4.3	Create an Annual Economic Development Trends Report	Q1 2024	Q4 2028
Objective 2.4.4	Enhance city's digital presence to market and celebrate the city	Q1 2024	Q4 2028

CITY GOAL – PUBLIC HEALTH AND SAFETY

The City of Commerce City will protect resident health, safety, and education by promoting public safety, environmental health, and sustainability.

What is this goal?

Our commitment to protecting all three of these aspects of its community. The city will protect environmental health by reducing pollution, conserving resources, and improving air and water quality. The city will protect public safety by investing in police departments, preventing crime, and preparing for natural disasters. The city will promote sustainability by investing in renewable energy, energy efficiency, and sustainable transportation.

How we will achieve this goal:

- Created an environmental health plan that outlines its goals and strategies for protecting the health of its residents.
- Invested in a new police substation and hire more police officers.
- Investing in renewable energy and energy efficiency measures.
- Improve air quality by planting trees and reducing emissions from vehicles.
- Improve water quality by reducing stormwater runoff and increasing the use of recycled water.
- Promote sustainable transportation by expanding the bike lane network and providing incentives for people to walk and bike.
- Promote sustainable waste management by composting food scraps and recycling materials.

What city departments are involved directly?

Public safety is led by the city's Police Department. Environmental health and sustainability is led by the city's Office for Energy, Environment, and Equity. Both departments are located at E. 60th Avenue.

Who should you contact with public health and safety questions?

Please reach out to the city's Police Department for public safety issues at 303-287-2844. For urgent help, please dial 9-1-1.

Please reach out to the city's Energy, Environment, and Equity Office for public health and sustainability questions at 303-289-3652.

Scan here for more information

Strategy 3.1	Increase Police Department engagement with the community	By 2028
Details	*The city will expand opportunities for the Police Department to engage proactively with the community to create stronger relationships between members of the community and public safety officers.*	
Target	Increase the number of community events and programs by 10% year over year	
Strategy 3.2	Improve traffic, pedestrian, and community safety through enforcement, education, and environmental design	By 2028
Details	*The city will expand its efforts to proactively engage with the community on issues of safety and use tools at the city's disposal to design a safer community.*	
Target	Decrease the number of traffic fatalities and serious injuries by 15% and decrease DUI by 20% year over year	
Strategy 3.3	Improve accountability for parking and traffic violations	By 2028
Details	*The city will ensure that parking and traffic violations are enforced and that members of the community are aware and in compliance with parking and traffic laws.*	
Target	Increase in traffic and parking citation compliance rate by 10% year over year Increase in parking code violation compliance by 10% year over year	
Strategy 3.4	Increase environmental accountability for businesses	By 2028
Details	*The city will identify novel approaches by which the city can hold accountable industries for their impact on the immediate environment in Commerce City, including both point-source pollution issues and emissions from trains and trucks.*	
Target	Increase in count of business participation in sustainability programs by 20% year over year	
Strategy 3.5	Protect public and environmental health by updating city policies and practices	By 2028
Details	*The city will change its practices to promote greater understanding of environmental and safety issues while also ensuring all city work contributes to greater safety and improved quality of life for the community.*	
Target	EPAC's Energy Usage and Greenhouse Gas Targets 10% increase in participation in sustainability programs year-to-year	

STRATEGIES

Strategy 3.6	Promote safety at city facilities and on city trails and sidewalks	By 2028
Details	*The city will prioritize proactive engagement by our Park Rangers to promote safety for multimodal transportation and will explore options to make trails and sidewalks safer.*	
Target	Decrease incident rate at city facilities by 10%	
Strategy 3.7	Engage in proactive and preventative measures in Court	By 2028
Details	*The city will expand its youth diversion program to minimize recidivism among young members of our community.*	
Target	100% juvenile offender participation in juvenile diversion program Reduction in youth recidivisim rate year-to-year	
Strategy 3.8	Measure and address air and water quality issues in the city	By 2028
Details	*The city will explore and implement options to monitor and communicate air and water quality issues*	
Target	Establish baseline on air and water quality in 2024 and decrease by 10% year over year	
Strategy 3.9	Improve and expand the city's emergency operations capacity through planning and training with neighboring municipalities and other partners	By 2028
Details	*The city will work collaboratively with government partners to improve the city's ability to respond to emergency situations.*	
Target	95% of city staff complete FEMA training Increase in city staff trained in CPR, AED, and Narcan year-to-year	

Who will 'Move the Needle'?

28 Objectives

Public Safety

9 Objectives

Human Resources

5 Objectives

Parks, Rec, and Golf

Public Works

8 Objectives

City Manager's Office

22 Objectives

Municipal Court

4 Objectives

3 Objectives

Community Development

OBJECTIVES

Strategy 3.1	Increase Police Department engagement with the community	Start Date	End Date
Objective 3.1.1	Utilize Public Information Officer (PIO) to expand community engagement	Q1 2024	Q4 2028
Objective 3.1.2	Expand reach and participation in community engagement events	Q1 2024	Q4 2028
Objective 3.1.3	Ensure proper staffing to allow for more community engagement with growing community	Q1 2024	Q4 2028
Objective 3.1.4	Obtain CALEA and CACP Certification to be a leader in the Front Range	Q1 2024	Q4 2027
Objective 3.1.5	Leverage technological systems to collect feedback and improve customer service	Q1 2024	Q4 2028
Objective 3.1.6	Expand PD reporting capacity to increase transparency for community	Q1 2024	Q4 2028
Objective 3.1.7	Complete Architecture and Design for Northern Range Substation	Q1 2024	Q4 2024
Objective 3.1.8	Open for operations northern range substation for community engagement and improved service times	Q1 2024	Q4 2026

Strategy 3.2	Improve traffic, pedestrian, and community safety through enforcement, education, and environmental design	Start Date	End Date
Objective 3.2.1	Implement Safe Routes 2 School Grant (if received)	Q1 2024	Q4 2028
Objective 3.2.2	Increase traffic review standards for new developments	Q1 2024	Q4 2024
Objective 3.2.3	Improve design standards to include environmentally conscience techniques for new development to reduce carbon footprint and improve habitability	Q1 2024	Q4 2024
Objective 3.2.4	Review city parking code regulations at intersections to promote safety	Q1 2025	Q4 2025
Objective 3.2.5	Propose improved standards for parking allowance and enforcement	Q1 2024	Q4 2028
Objective 3.2.6	Explore education programs to promote pedestrian safety	Q1 2024	Q4 2025
Objective 3.2.7	Fully staff youth services division to improve student safety	Q1 2024	Q4 2028
Objective 3.2.8	Expand the role of community service officers to investigate traffic incidents and wider ranges of summons	Q1 2024	Q4 2025
Objective 3.2.9	Increase traffic education opportunities for new and young drivers	Q1 2024	Q4 2025

Strategy 3.3	Improve accountability for parking and traffic violations	Start Date	End Date
Objective 3.3.1	Leverage technology to increase traffic and parking enforcement	Q1 2024	Q4 2028
Objective 3.3.2	Collect and utilize data to manage PD resources and improve service	Q1 2024	Q4 2025
Objective 3.3.3	Increase number of DUI arrests by 20% over 2022 numbers	Q1 2024	Q4 2028
Objective 3.3.4	Create proactive safety plan to meet needs of growing community	Q1 2024	Q4 2028
Objective 3.3.5	Explore options for improving dispatch services	Q1 2027	Q4 2027
Strategy 3.4	**Increase environmental accountability for businesses**	**Start Date**	**End Date**
Objective 3.4.1	Develop and promote sustainable business program	Q1 2024	Q4 2024
Objective 3.4.2	Explore pollution prevention opportunities for businesses	Q1 2024	Q4 2024
Objective 3.4.3	Provide education and incentive programs to encourage businesses to improve sustianability practices	Q1 2024	Q4 2024
Objective 3.4.4	Provide environmental and sustainability resources for local business community	Q1 2024	Q4 2028
Objective 3.4.5	Explore opportunities to buffer industrial areas from surrounding commercial and residential property	Q1 2024	Q4 2025

Strategy 3.5	Protect public and environmental health by updating city policies and practices outlined by the EPAC Action Plan	Start Date	End Date
Objective 3.5.1	Explore opportunities to buffer industrial areas from surrounding commercial and residential property	Q1 2024	Q4 2028
Objective 3.5.2	Explore opportunities to incorporate sustainability into city Wellness programs	Q1 2024	Q4 2024
Objective 3.5.3	Develop and enforce an anti-idling resolution around public schools	Q1 2025	Q4 2028
Objective 3.5.4	Explore and implement a designated cooling center on extreme heat days at recreation facilities as part of the city's overall emergency shelter plan.	Q1 2024	Q3 2024
Objective 3.5.5	Implement phtyo-remediation project	Q1 2025	Q4 2025
Objective 3.5.6	Align city policies with strong state and federal environmental and sustainability policies	Q1 2024	Q4 2028
Objective 3.5.7	Identify and expand opportunities for urban food production (fruit tree planting, etc.)	Q1 2024	Q4 2028
Objective 3.5.8	Explore opportunities to increase tree canopy	Q1 2024	Q4 2028
Objective 3.5.9	Develop and present recycling and composting ordinance for large multi-family and commercial properties	Q1 2024	Q4 2028
Objective 3.5.10	Develop and present cardboard recycling ordinance	Q1 2024	Q4 2028
Objective 3.5.11	Develop and present construction and demolition debris recycling ordinance	Q1 2024	Q4 2028
Objective 3.5.12	Develop street-yard/native-plant-garden program	Q1 2024	Q4 2028
Objective 3.5.13	Explore opportunities to partner with residents to xeriscape existing yards	Q1 2024	Q4 2028

Strategy 3.6	Promote safe practices at city facilities and on trails and sidewalks	Start Date	End Date
Objective 3.6.1	Explore administrative policy and procedure options to improve safety at PRG facilities	Q1 2024	Q4 2028
Objective 3.6.2	Expand ADA accessibility across the city by conducting an ADA Audit	Q1 2024	Q1 2025
Objective 3.6.3	Explore additional features on trails and sidewalks	Q1 2025	Q4 2025
Objective 3.6.4	Explore water stations on city trails	Q1 2025	Q4 2025
Objective 3.6.5	Continue Expansion of Park Ranger Program	Q1 2024	Q4 2028
Strategy 3.7	Promote public safety by engaging in proactive and preventative measures in Municipal Court	Start Date	End Date
Objective 3.7.1	Create and implement juvenile probation officer program	Q1 2024	Q4 2024
Objective 3.7.2	Explore opportunities to engage proactively with the unhoused community in Municipal Court	Q1 2024	Q4 2024
Objective 3.7.3	Expand learning opportunities and programs for defendants at municipal court	Q1 2024	Q4 2024
Objective 3.7.4	Expand communications and outreach to improve failure-to-appear and failure-to-comply rates	Q1 2024	Q4 2024

Strategy 3.8	Measure and address air and water quality issues in the city	Start Date	End Date
Objective 3.8.1	Implement a monitoring system to address data gaps in air quality	Q1 2024	Q4 2028
Objective 3.8.2	Create reporting tools to increase transparency air quality	Q1 2024	Q4 2025
Objective 3.8.3	Analyze cumulative impacts on public health by utilizing collaborative data collection methods with the state government, federal government, and higher education institutions.	Q1 2025	Q4 2025
Objective 3.8.4	Work with state partners to provide input on environmental rulemaking that impacts the city	Q1 2025	Q4 2025
Objective 3.8.5	Implement pollution reduction measures (BACT) to improve health outcomes	Q1 2024	Q4 2028
Strategy 3.9	Improve and expand the City's emergency operations capacity through planning and training with neighboring municipalities and other government partners	Start Date	End Date
Objective 3.9.1	Increase National Incident Management System (NIMS) Completion Rate to increase staff capacity to respond to emergencies	Q1 2024	Q4 2028
Objective 3.9.2	Explore the creation of Disaster Service Worker program	Q1 2025	Q4 2025
Objective 3.9.3	Implement Disaster Service Worker program to increase city capacity to respond to emergencies	Q1 2026	Q4 2028
Objective 3.9.4	Host and debrief active shooter training drills every three years to improve staff readiness	Q1 2024	Q4 2028
Objective 3.9.5	Complete Red Cross emergency shelter survey to evaluate emergency response capacity	Q1 2024	Q4 2024
Objective 3.9.6	Implement back-up communication options for emergency response	Q1 2025	Q4 2025
Objective 3.9.7	Explore options to increase emergency operations capacity through a dedicated emergency operation shelter	Q1 2025	Q4 2025
Objective 3.9.8	Explore and implement city-wide CPR, AED, and Narcan training	Q1 2025	Q4 2025

CITY GOAL – HOUSING

The City of Commerce City will address the full spectrum of housing needs, encourage sustainable development, and protect residents through enhanced oversight and balanced residential growth.

What is this goal?
Our commitment to increase and expand housing accessibility and affordability is essential to creating a city where everyone can thrive. By making housing more affordable and accessible, we can help reduce poverty, improve health, and build stronger communities.

How we will achieve this goal:
- Increase the supply of affordable housing.
- Reduce barriers to housing.
- Expand rental assistance programs.
- Invest in community development and economic opportunities.

What city departments are involved directly?
Housing is led by the city's Community Development department and the Commerce City Housing Authority, both located at 7887 E. 60th Avenue.

Who should you contact with housing questions?
Please reach out to the Commerce City Housing Authority at 303-289-3698.

Scan here for more information

STRATEGIES

Strategy 4.1	**Expand affordable housing opportunities across city through data-driven policies by identifying and addressing data gaps**	**By 2028**
Details	*The city will expand its access to data to help drive greater affordable housing opportunities in all corners of the city.*	
Measurable	Increase in affordable housing availability 10% year over year Set baseline of Housing Opportunity Index by 2024	
Strategy 4.2	**Reassess standards for rental properties to protect residents**	**By 2028**
Details	*The city will implement and monitor rental registrations to promote non-homeowner members of the community.*	
Measurable	100% compliance in rental registration program by 2024	
Strategy 4.3	**Expand bridge housing and permanent supportive housing opportunities to support the unhoused and at-risk communities**	**By 2028**
Details	*The city will explore all options to increase housing opportunities for the unhoused and at-risk communities in Commerce City.*	
Measurable	Increase in unhoused individuals connected to bridge or permanent supportive housing year-to-year	
Strategy 4.4	**Promote greater transparency of housing costs for current and future residents**	**By 2028**
Details	*The city will increase education and communication efforts to ensure new and current residents understand housing costs and property taxes.*	
Measurable	Increase in participation in financial literacy programs by 10% year over year	

Who will 'Move the Needle'?

17 Objectives

Community Development

1 Objective

Finance Department

Economic Development

1 Objective

OBJECTIVES

Strategy 4.1	Expand affordable housing opportunities across city through data-driven policies by identifying and addressing data gaps	Start Date	End Date
Objective 4.1.1	Promote affordable housing in new developments through development review and approval	Q1 2024	Q4 2028
Objective 4.1.2	Educate community about and advocate for affordable and accessible housing	Q1 2024	Q4 2028
Objective 4.1.3	Promote blended-income opportunities through development review	Q1 2024	Q4 2028
Objective 4.1.4	Expand housing programs for first-time home-buyers	Q1 2026	Q4 2026
Objective 4.1.5	Utilize inclusionary zoning to promote affordability	Q1 2024	Q4 2028
Objective 4.1.6	Explore environmental programs to support low-income individuals (such as Weatherization programs)	Q1 2024	Q4 2028
Objective 4.1.7	Explore residential improvements grant opportunities	Q1 2024	Q4 2028
Strategy 4.2	Reassess standards for rental properties to protect residents	Start Date	End Date
Objective 4.2.1	Implement rental registration program	Q1 2024	Q4 2028
Objective 4.2.2	Educate community about rental standards to achieve voluntary compliance	Q1 2024	Q4 2028

OBJECTIVES

Strategy 4.3	Expand bridge housing and permanent supportive housing opportunities to support the unhoused and at-risk communities	Start Date	End Date
Objective 4.3.1	Expand safe parking and explore dedicated urban camping spaces to support unhoused community	Q1 2024	Q4 2028
Objective 4.3.2	Explore creative options to increase bridge housing capacity	Q1 2025	Q4 2028
Objective 4.3.3	Change zoning standards to allow for tiny home development city-wide	Q1 2024	Q4 2028
Objective 4.3.4	Partner with Housing Authority to buy and develop affordable housing opportunities	Q1 2024	Q4 2028
Objective 4.3.5	Expand partnerships with non-profits and governmental partners to provide resources to unhoused community to transition out of homelessness	Q1 2024	Q4 2028
Objective 4.3.6	Update city policies to clearly define aspects of unhoused community to support transition out of homelessness	Q1 2024	Q4 2028
Strategy 4.4	Promote greater transparency of housing costs for current and future residents	Start Date	End Date
Objective 4.4.1	Create education programs for potential and first-time home-buyers about housing costs	Q1 2025	Q4 2025
Objective 4.4.2	Promote financial planning and literacy for current and future residents	Q1 2024	Q1 2026

CITY GOAL – CITY UNITY AND WELLNESS

The City of Commerce City will promote city unity and support our diverse community by encouraging community connectivity, fostering civic pride, and improving resident health and wellness.

What is this goal?
Our commitment to creating an active and engaged community that celebrates diversity and encourages community building is essential to creating a healthy and vibrant city. By providing opportunities for all residents to participate in activities that they enjoy, we can help to build a stronger and more united community.

How we will achieve this goal:
- Provide a variety of recreation programs and facilities, such as playgrounds, parks, swimming pools, and sports fields.
- Offer classes and workshops on a variety of topics, such as fitness, cooking, and arts and crafts.
- Sponsor events and festivals that bring people together, such as community fairs and concerts.
- Work with local businesses and organizations to provide opportunities for residents to volunteer and get involved in their community.

What city departments are involved directly?
City unity and wellness is led by the city's Parks, Recreation, and Golf (PRG) department, located at Eagle Pointe Recreation Center, 6060 E. Parkway Dr., Bison Ridge Recreation Center, 13905 E. 112th Ave., and Buffalo Run Golf Course, 15700 E. 112th Ave.

Who should you contact with city unity and wellness questions?
Please reach out to the city's PRG Department at
303-286-6800 (Bison Ridge Recreation Center),
303-289-3760 (Eagle Pointe Recreation Center), or
303-289-1500 (Buffalo Run Golf Course)
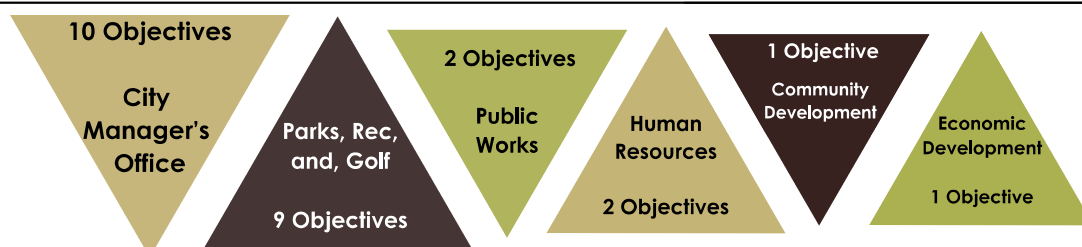
Scan here for more information

Strategy 5.1	**Encourage community building and interaction by activating underutilized spaces**	**By 2028**
Details	*The city will analyze various corners of the community and activate underutilized spaces to create more community activity opportunities.*	
Target	Present policy alternatives to activate underutilized spaces	
Strategy 5.2	**Promote inclusivity through city programming and events**	**By 2028**
Details	*The city will continue to expand its outreach to the community by hosting more events in Spanish, offering a greater diversity of programming at Parks, Recreation, and Golf sites, and improving the accessibility of playgrounds and other community sites.*	
Target	Increase in participation in city accessibility programming, by 10% year-over-year	
Strategy 5.3	**Strengthen city engagement with the community by expanding relationships with community groups and organizations**	**By 2028**
Details	*The city will build new and existing relationships with key leaders and organizations within the community to minimize redundancy of work and communicate resource opportunities in and around the city.*	
Target	Host at least one (1) new program or project with local non-profit or neighboring public agencies	
Strategy 5.4	**Expand Parks, Recreation, and Golf programming and services in alignment with community needs through the PRG Master Plan**	**By 2028**
Details	*The city will complete its community-input driven Parks, Recreation, and Golf (PRG) master plan to align our programs and services meet the future needs of the community.*	
Target	Increase in number of and participation in programs identified by the PRG master plan	
Strategy 5.5	**Beautify the City's physical space to encourage community pride through MyC3 and other strategies**	**By 2028**
Details	*The city will promote pride in the community by encouraging beautiful, safe, and sustainable spaces and continue to engage the community in taking ownership over the community's appearance.*	
Target	Increase in participation in MyC3 program by 10% year-over-year	

Who will 'Move the Needle'?

10 Objectives

City Manager's Office

Parks, Rec, and, Golf

9 Objectives

2 Objectives

Public Works

Human Resources

2 Objectives

1 Objective

Community Development

Economic Development

1 Objective

Strategy 5.1	Encourage community building and interaction by activating underutilized spaces	Start Date	End Date
Objective 5.1.1	CIP - Shade structures on Second Creek and Arsenal Perimeter Trails	Q1 2024	Q4 2026
Objective 5.1.2	Establish baseline data on trail usage through PRG Master Plan update	Q3 2024	Q4 2026
Objective 5.1.3	Identify and define underutilized spaces	Q1 2024	Q4 2024
Strategy 5.2	Promote inclusivity through city programming and events	Start Date	End Date
Objective 5.2.1	Improve inclusivity and access to city parks, trails, open spaces, and recreation/golf facilities	Q1 2024	Q4 2028
Objective 5.2.2	Utilize inclusive design practices at new PRG facilities	Q1 2024	Q4 2028
Objective 5.2.3	Continue expanding partnerships for inclusive programming (different abilities, socioeconomic, language)	Q1 2024	Q4 2028
Objective 5.2.4	Explore DEI training for new employees and incumbent staff	Q1 2024	Q4 2028
Objective 5.2.5	Increase engagement and communication with bilingual residents for city programming and events	Q1 2024	Q4 2028
Objective 5.2.6	Present recommendations from DEI Needs Assessment and Senior Commission Needs Assessment to Council for action	Q1 2024	Q3 2024
Objective 5.2.7	Identify and host cultural celebrations and events by partnering with city boards and commissions	Q1 2024	Q4 2028

Strategy 5.3	Strengthen city engagement with the community by expanding relationships with community groups and organizations	Start Date	End Date
Objective 5.3.1	Identify, define, and measure baseline of connections to community groups	Q1 2024	Q4 2028
Objective 5.3.2	Create and improve connections with nearby workforce partners	Q1 2024	Q4 2027
Objective 5.3.3	Support community-scale renewable energy projects and programs	Q1 2025	Q4 2025
Objective 5.3.4	Create and conduct a community survey/quality-of-life survey to inform city policymaking	Q4 2024	Q4 2028
Strategy 5.4	**Strengthen city engagement with the community by expanding relationships with community groups and organizations**	**Start Date**	**End Date**
Objective 5.4.1	Implement the scope of services for the PRG Master Plan	Q1 2024	Q3 2024
Objective 5.4.2	Continue expansions of city PRG programs, services, and facilities through Capital Investment Program Projects (CIPP) initiatives	Q1 2024	Q4 2028
Objective 5.4.3	Create Community Profile to support city engagement with community groups, economic partners, and other stakeholders	Q1 2024	Q4 2026
Strategy 5.5	**Beautify the city's physical space to encourage community pride through MyC3 and other strategies**	**Start Date**	**End Date**
Objective 5.5.1	Expand and bolster Public Art program to celebrate city heritage and culture	Q1 2024	Q4 2028
Objective 5.5.2	Expand and bolster Adopt-a-Highway and Adopt-a-Trail Programs	Q1 2024	Q4 2028
Objective 5.5.3	Create and distribute a Good Neighbor Guide to promote community pride	Q1 2024	Q3 2024
Objective 5.5.4	Implement community programs to promote the beautification of physical space (tool trailer, hot shot crew, community response team)	Q1 2024	Q4 2028
Objective 5.5.5	Explore city/community partnerships to promote community engagement and civic pride	Q1 2024	Q4 2028

CITY GOAL – HIGH-PERFORMING GOVERNMENT

The City of Commerce City will provide innovative, responsive, and transparent service to the community across all City departments by assessing and meeting service levels and demonstrating efficacy through data and metrics

What is this goal?
Our commitment is to be good stewards of tax dollars by delivering excellent service to the community and improving civic engagement is a commitment to ensuring that taxpayers' money is used wisely and efficiently, and that residents have a say in how their government is run.

How we will achieve this goal:
- Providing responsive and efficient customer service.
- Making information about government services and decisions accessible and understandable.
- Creating opportunities for residents to get involved in decision-making.
- Holding government officials accountable for their actions.
- Make website easy to navigate and use.

What city departments are involved directly?
High-performing government is led by the City Manager's Office, located at 7887 E. 60th Avenue. The city's other internal services support this goal as well, including Human Resources, Finance, Information Technology, Community Relations, the City Clerk's Office, and the Center for Innovation.

Who should you contact with high-performing government questions?
Please reach out to the City Manager's Office at 303-289-3612.

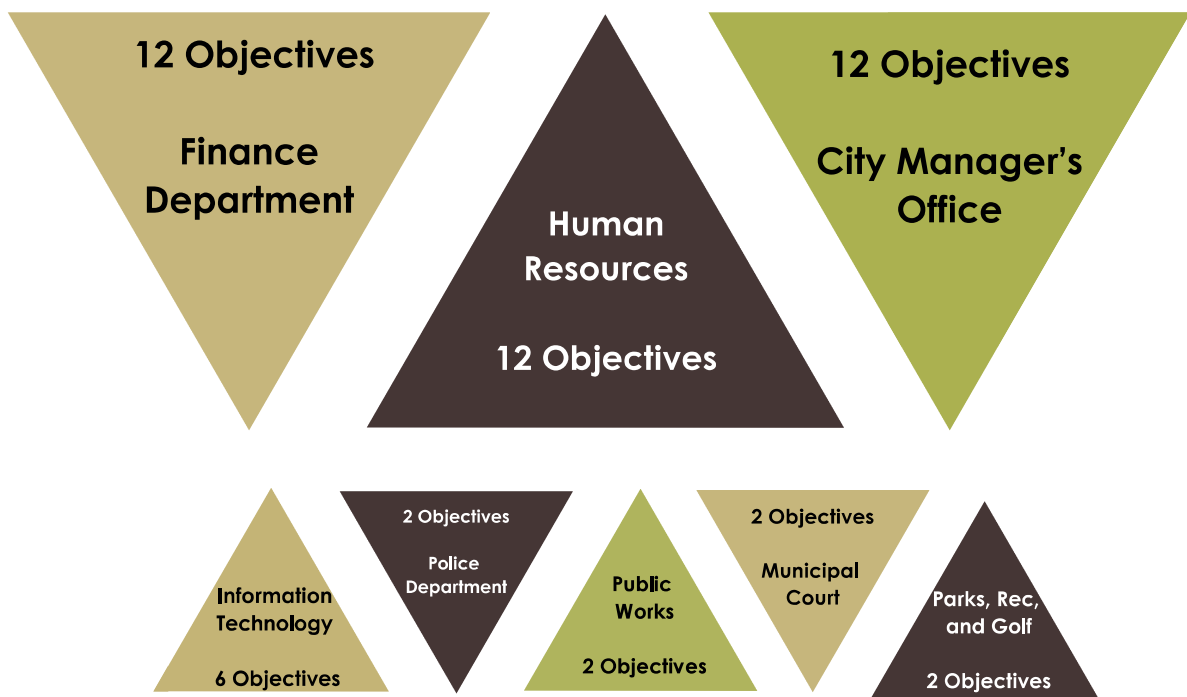*Scan here for more information*

Strategy 6.1	Provide greater transparency of costs before the start of new projects or initiatives	By 2028
Details	*The city will ensure that before large projects or initiatives are started that City Council and other city leaders have a full understanding of the one-time and recurring costs of projects.*	
Measurable	Implementation of new CIP program and reporting mechanism	
Strategy 6.2	**Assess, evaluate, and communicate workload management and staff capacity**	**By 2027**
Details	*The city will identify, community, and promote greater efficiency and management of our personnel resources to achieve greater return on investment for the community.*	
Measurable	Establish baseline workload management data by 2027	
Strategy 6.3	**Engage with partners to develop and expand workforce training opportunities for the city**	**By 2028**
Details	*The city will partner with various entities to increase workforce training and development opportunities in and around the city.*	
Measurable	Participation in workforce training opportunities Increase in residents of Commerce City hired by the city year-over-year	
Strategy 6.4	**Improve customer experiences by simplifying processes and supporting our diverse community**	**By 2028**
Details	*The city will use various process improvement and change strategies to remove red-tape for customers and making government services more accessible for all members of the community.*	
Measurable	Establish baseline customer experience survey Increase in customer satisfaction year-to-year Increase in employees trained in process improvement year-to-year	
Strategy 6.5	**Increase transparency of city purpose, processes, and projects through consistent and timely communication, electronic dashboards, and all-age civic engagement opportunities**	**By 2028**
Details	*The city will expand its communication and education for the community to promote greater civic engagement and awareness of city events, resources, and programs.*	
Measurable	Increase in engagement through online platforms and public meetings year-to-year Increase number of civic academy participants year-to-year Decrease in Boards and Commissions vacancy rate year-to-year	

STRATEGIES

Strategy 6.6	Expand and protect our technology systems and infrastructure	By 2028
Details	*The city will expand its technological capacity while ensuring that city data and systems are secured against novel threats.*	
Measurable	Decrease in cybersecurity incidents year over year	
Strategy 6.7	Strengthen the city's fiscal health to meet current and future needs	By 2028
Details	*The city will explore opportunities to diversify revenue streams and ensure the city is protected against uncertain economic conditions.*	
Measurable	Maintain Budget Utilization within 2% every year	

Who will 'Move the Needle'?

12 Objectives

Finance Department

Human Resources

12 Objectives

12 Objectives

City Manager's Office

2 Objectives

Police Department

Information Technology

6 Objectives

Public Works

2 Objectives

2 Objectives

Municipal Court

Parks, Rec, and Golf

2 Objectives

Strategy 6.1	Provide greater transparency of costs before the start of new projects or initiatives	Start Date	End Date
Objective 6.1.1	Outline personnel requirements for new projects and initiatives	Q1 2024	Q4 2028
Objective 6.1.2	Identify ongoing operations and maintenance (O&M) costs are incorporated into new project projections	Q2 2024	Q4 2024
Objective 6.1.3	Identify staff capacity needs to support new projects and initiatives using a cost-benefit matrix	Q1 2024	Q4 2028
Objective 6.1.4	Assess, evaluate, and communicate financial impact of new projects prior to vote by City Council	Q2 2024	Q4 2024
Objective 6.1.5	Implement new CIP process to better define and manage projects	Q1 2024	Q4 2028
Strategy 6.2	Assess, evaluate, and communicate workload management and staff capacity	Start Date	End Date
Objective 6.2.1	Analyze and communicate capacity for staff for operations and projects	Q1 2024	Q4 2028
Objective 6.2.2	Collaboratively develop strategies for departments to assess and manage staff capacity	Q1 2024	Q4 2028
Objective 6.2.3	Use baseline data to assess workforce skill and position gaps	Q1 2024	Q4 2028
Strategy 6.3	Engage with partners to develop and expand workforce training opportunities for the city	Start Date	End Date
Objective 6.3.1	Create a workforce and succession planning policy and procedures	Q1 2024	Q4 2028
Objective 6.3.2	Update and innovate recruiting, hiring, and onboarding procedures to improve staffing levels	Q1 2024	Q4 2024
Objective 6.3.3	Incorporate DEI recruiting, hiring, and onboarding practices	Q1 2024	Q4 2028
Objective 6.3.4	Explore opportunities to partner with Adams County and neighboring communities on workforce training and development	Q1 2025	Q4 2027
Objective 6.3.5	Explore joint employment and transition opportunities for veterans in the community	Q1 2024	Q4 2028
Objective 6.3.6	Expand participation in PD explorer program	Q1 2024	Q4 2028

Strategy 6.4	Improve customer experience by simplifying processes and supporting diverse community	Start Date	End Date
Objective 6.4.1	Explore live support and self-help opportunities for court defendants	Q1 2024	Q4 2024
Objective 6.4.2	Explore opportunities to collect customer experience feedback for front-facing services	Q1 2025	Q4 2025
Objective 6.4.3	Conduct enterprise resource planning (ERP) evaluation to improve recruiting, hiring, and onboarding financial resource and personnel management	Q1 2024	Q4 2024
Objective 6.4.4	Update ERP system based on evaluation	Q1 2025	Q4 2027
Objective 6.4.5	Assess and implement updated procurement and contracting process	Q1 2024	Q4 2024
Objective 6.4.6	Create and implement a standardized customer experience survey	Q1 2025	Q4 2025
Objective 6.4.7	Update city bilingual employee program to support customer needs	Q1 2024	Q1 2025
Objective 6.4.8	Expand tax education programming to reach more businesses, including on-demand lessons and small business resources	Q1 2024	Q4 2028
Objective 6.4.9	Train workforce in Lean 6 Sigma Process Improvement to improve customer experiences	Q1 2024	Q4 2028
Objective 6.4.10	Explore opportunities to participate in "Smart Cities" programs	Q1 2024	Q3 2024
Objective 6.4.11	Regularly conduct community surveys to measure residents' satisfaction levels with city services and gather opinions on specific policy questions	Q1 2024	Q4 2028

Strategy 6.5	Increase transparency of city purpose, processes, and projects through consistent and timely communication, electronic dashboards, and all-ages civic engagement opportunities	Start Date	End Date
Objective 6.5.1	Expand recruiting efforts for boards and commissions to engage historically excluded communities	Q1 2024	Q4 2028
Objective 6.5.2	Explore additional translation opportunities for all city meetings	Q1 2024	Q4 2028
Objective 6.5.3	Expand Civic Academy reach to include Boards and Commissions and city staff	Q1 2024	Q4 2024
Objective 6.5.4	Explore better utilizing OpenGov software to engage stakeholders about city finances	Q1 2024	Q1 2025
Objective 6.5.5	Implement power policy to create community access to all PD policies	Q1 2025	Q4 2025
Strategy 6.6	Increase transparency of city purpose, processes, and projects through consistent and timely communication, electronic dashboards, and all-ages civic engagement opportunities	Start Date	End Date
Objective 6.6.1	Implement new technology projects	Q1 2024	Q4 2028
Objective 6.6.2	Evaluate, upgrade, or expand existing technology systems	Q1 2024	Q4 2028
Objective 6.6.3	Protect technology systems and services from cybersecurity threats	Q1 2024	Q4 2028
Strategy 6.7	Strengthen the city's fiscal health to meet current and future needs	Start Date	End Date
Objective 6.7.1	Explore and implement long-range financial planning	Q1 2024	Q3 2024
Objective 6.7.2	Create a standardized process for budget amendments to encourage proper management of existing city resources	Q1 2024	Q4 2024
Objective 6.7.3	Conduct detailed base budget analysis every two or three years	Q1 2024/26	Q4 2024 /26
Objective 6.7.4	Explore budgeting for vacancy savings	Q1 2025	Q3 2025
Objective 6.7.5	Explore opportunities to share the costs of government services with public, private, and non-profit partners through the city's Grant Office and 2023 Grant Writing RFP	Q1 2024	Q1 2027

Commerce CITY

The City of Commerce City is a thriving community:
economically strong, environmentally sustainable, diverse,
inclusive, socially equitable, and responsive.