



**CITY OF FEDERAL HEIGHTS**

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**1997 COMPREHENSIVE PLAN**

Resolution 97-27

Introduced by:  
Councilman Vallero  
Councilwoman Robinson

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF FEDERAL HEIGHTS APPROVING A COMPREHENSIVE PLAN

WHEREAS, the Planning and Zoning Commission for the City of Federal Heights has caused to be prepared a master plan for the physical development of the City of Federal Heights, showing the Planning and Zoning Commission's recommendations with respect to such development, said plan being entitled "City of Federal Heights - 1997 Comprehensive Plan"; and

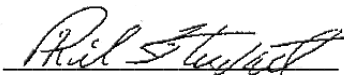
WHEREAS, the Planning and Zoning Commission, after conducting public hearings with respect to the "City of Federal Heights· 1997 Comprehensive Plan", has adopted the Plan, including the mops, plats, charts and descriptive matter accompanying thereto, and has recommended that City Council approve the Plan; and

WHEREAS, City Council has conducted a public hearing on the "City of Federal Heights 1997 Comprehensive Plan", and, after considering information provided at the public hearing, as well as the recommendations of the Planning and Zoning Commission and city staff, wishes to approve the "City of Federal Heights· 1997 Comprehensive Plan" as the master plan for the City of Federal Heights. .

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF FEDERAL HEIGHTS, COLORADO:

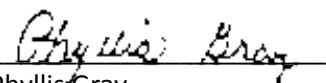
The "City of Federal Heights - 1997 Comprehensive Plan," including all maps, plats, charts and descriptive matter accompanying said Plan, all in the format as adopted and recommended by the Planning and Zoning Commission is hereby approved as the master plan for the City of Federal Heights, Colorado. The adopted Comprehensive Plan shall supersede all previously adopted master plans or comprehensive plans.

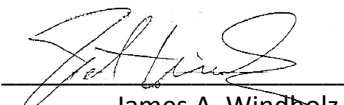
INTRODUCED, READ AND ADOPTED AT A REGULAR MEETING OF THE CITY COUNCIL OF THE CITY OF FEDERAL HEIGHTS, COLORADO, the 2<sup>nd</sup> day of September, 1997.

  
Phil Stewart, Mayor

Attest:

APPROVED AS TO FORM:

  
Phyllis Gray,  
City Clerk

  
James A. Windholz,  
City Attorney

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# ACKNOWLEDGEMENTS

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WARD 1	Mike Vallero
WARD 2	Mildred Earley
WARD 2	Carol Robinson
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# SECTION I. INTRODUCTION

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The City of Federal Heights has relied on fragmented elements of city planning since incorporation. The result has been uncoordinated and piecemeal planning processes garnered for specific needs and driven by crisis. The physical result in the City is especially evident in commercial areas that lack vitality, are interspersed with vacant parcels and contain many older buildings which have deteriorating conditions or which no longer meet the spatial and design needs of new businesses. The planning approach utilized in the past can no longer serve the City in future years. The latest Comprehensive Plan adopted in 1993 was limited in scope and has since become, obsolete due to changing circumstances in the City.

One recent action and one impending action spurred the City to reevaluate its planning conduct. In 1994, a major retail store located at W. 84th Avenue and Huron Street closed its doors. Since that time, the building has been largely vacant. In addition, a major grocery store recently announced that they will be closing their store at W. 104th Avenue and Federal Boulevard by the end of 1997 in order to build a larger facility across the street within the jurisdiction of Westminster. These two actions leave the City fiscally challenged. The City of Federal Heights Redevelopment Agency (F.H.R.A.) is interested in fostering the redevelopment of these and other properties. To be able to effectively participate in the redevelopment of these two crucial commercial areas of the City, the City must update both the Comprehensive Plan and the Redevelopment Plan.

Additionally, there is a need for the redevelopment of a significant amount of the commercial areas of the City and for the preservation and promotion of safe, stable neighborhoods. This Comprehensive Plan is needed to provide a solid foundation for such a redevelopment effort and the institution of other procedures and programs that affect development in the City. The challenge now is to ensure that the City of Federal Heights becomes proactive in determining the future of the community. Sections III through VI of this Comprehensive Plan present a summary of existing City conditions pertaining to government structure, community profile, land use, and community resources. Section VII follows with a discussion on the current economic circumstances of the City. These sections provide a realistic presentation of the City in its current state with the intent of ascertaining the strengths and weaknesses in the community in order to better understand the rationale for the goals and strategies established in Section VIII. This section of the Plan identifies the City goals and strategies for future development as generated from the analysis of existing conditions. The various goals represent components of the vision desired for the community in the future. The overall community vision is as follows:

*Federal Heights is a highly accessible and unique part of the Denver metropolitan area that provides affordable living and high quality services to an involved citizenry. Our citizens feel secure in the small town atmosphere that promotes recreational, educational and economic opportunities for individuals, families and businesses, while respecting the sanctity of the environment and preserving the unique character of the community. The community honors and respects the diversity of people and organizations in and out of the city.*

The strategies are the path to goal achievement as anticipated to date and are subject to change or refinement in the future as work programs are implemented. Section IX of the Plan specifically addresses land development goals and objectives within Redevelopment Areas as defined by the F.H.R.A in the Redevelopment Plan as adopted. It is also the intent of this Plan to support the Redevelopment Plan as amended. While it is important to achieve all the goals identified in this Plan, it is recognized that priorities should be established due to impending community needs. Section X defines these priorities which the City will begin acting on immediately due to the critical nature of these projects. Section XI describes the various implementation tools which are required to implement the strategies identified in earlier sections. Some of the tools are available; some are outdated and need to be revised; some are in their infancy and will be refined; and others need to be generated after projects are defined and prioritized. Section XII concludes with a description of how the plan should be amended in the future.

A primary objective of this Comprehensive Plan is to guide development toward an economically sustainable environment which is capable of generating the revenues necessary to provide all the services required by the residents to sustain a high quality of life. The pursuit of this quest will result in revitalized commercial areas. Other significant objectives are to improve the visual quality of commercial areas and neighborhoods; facilitate and support a strong sense of community, enhance conditions necessary to a healthy and safe environment and to protect tax-payers investment in public services and infrastructure. This Comprehensive Plan presents an ambitious effort and will require a commitment from the Mayor and City Council, the Planning and Zoning Commission, the Federal Heights Redevelopment Agency, residents, business owners, property owners, city staff, adjacent jurisdictions and other agencies to fulfill the goals established herein.

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## **SECTION II.**

# **AUTHORITY AND PURPOSE OF PLAN**

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The City of Federal Heights Municipal Code provides for the preparation of the Comprehensive Plan by the Planning and Zoning Commission or their assigns. To attain legal status, the plan must be adopted by the City Council. The general purpose of the Comprehensive Plan is to establish a framework for development which will direct the coordinated, stable and harmonious development of all land in the City of Federal Heights to promote the health, safety, morals, order, convenience, prosperity and general welfare of the entire community. This Plan sets forth a comprehensive view of the community relating to development by describing the existing conditions, establishing goals for desirable future conditions, and describing potential strategies by which to achieve the stated goals. Specifically, the plan will serve the following purposes:

- To serve as an official guide for decision-makers including department heads, the City Administrator, the Planning and Zoning Commission, the City Council and the Mayor.
- To serve as an official declaration of community development expectations to the community.
- To provide a foundation for the revision or adoption of implementation tools, policies, procedures and ordinances.
- To establish direction for the Federal Heights Redevelopment Agency.
- To establish immediate priorities for the City.
- To redirect the City from a reactive to a proactive stance in development decisions.
- To improve the quality of land use and development.
- To improve the environmental quality of the community.
- To minimize adverse impacts of development.
- To promote healthy economic conditions by encouraging new development and redevelopment.
- To provide a safe and aesthetically pleasing environment in all areas of the City.
- To serve as a basis for budget decisions and capital improvements planning.
- To act as legal backing for land use decisions.
- To serve as a basis for rehabilitation and economic development plans and programs.

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# **SECTION III. CITY GOVERNMENT**

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## **BRIEF HISTORY**

The City of Federal Heights, located in the Northwest Denver Metropolitan Region in close proximity to 1-25, is bordered by Westminster to the north and west, Thornton to the east, and unincorporated Adams County to the south (Exhibit 1). In 1925, the North Federal Heights Subdivision was laid out by Albert E. Johnson. The original subdivision is bounded on the south by 88th Avenue, on the north by 96th Avenue, on the west by Federal Boulevard and on the east by Elm Court. In 1928, Harvey Larsen operated a service station and grocery store on land that is now the northeast corner of 92nd Avenue and Federal Boulevard. Mr. Larsen named the City. The word "Federal" came from a two-lane, dirt road named Federal Boulevard. The word "Heights" represents an acknowledgment that the area was second only in elevation to the future Rocky Mountain Metropolitan Airport. In 1935, Pat Lombardi came to the area and established Lombardi's Tavern. He was also directly responsible for organizing and leading the 31 residents in the area to form a local government in response to concerns with adequate water supplies and quality. These citizens incorporated the Town of Federal Heights in 1940. The town became a city as it grew by annexation and population growth and now currently extends in part to 104th Avenue to the north and 84th Avenue to the south. Its greatest breadth reaches for approximately one mile between 96<sup>th</sup> Avenue and 88th Avenue. An equal extension exists from Zuni Street to Huron Street, immediately north of 84th Avenue. The total city area encompasses 1.775 square miles.

## **CITY GOVERNMENT STRUCTURE**

Colorado municipalities are classified as either towns, cities, territorial charter cities and home rule cities or towns. The City of Federal Heights was initially classified as a town when first incorporated because the population was below the 2,000 required to be a city. The change from town to city classification occurred in 1977 when the population levels reached in excess of 7,300. The City is further defined as a statutory city. The city is governed by the Mayor and City Council. The Mayor is elected at large in a non-partisan election by the general population for a four-year term. The Mayor is assisted by a Mayor Pro-Tem who is elected by City Council members to serve as chair of City Council in the Mayor's absence. Two council members are elected from each Ward (Exhibit 2) who serve to represent their constituents in all pertinent city matters and are responsible for making policy decisions. Within each Ward, the two Council Members are elected in separate elections in successive odd-numbered years for four-year



terms that overlap two years. The Colorado Revised Statutes specifically states what powers statutory cities possess. Many of the powers granted are authorized in Title 31, Article 15 which contains more than 100 different grants of power. One of the most important powers granted is the authority to collect revenues and to expend these public funds for public purposes. Another important power is commonly known as the police power. This power is conferred to cities "to provide for the safety, preserve the health, promote the prosperity, and improve the morals, order, comfort and convenience of the community's residents". This is a very broad and general power that allows the City to accomplish many actions for the public good. Some of the common uses of police power include the enactment of laws to preserve peace and protect safety, the adoption of zoning and subdivision ordinances to govern land use, the regulation of businesses such as liquor stores, pawn shops, and adult entertainment facilities to minimize conflicts and the adoption of building codes to ensure safe buildings. All of the granted powers are used by the Mayor and City Council to set public policy which governs all operations of the City. These policies are represented in the Municipal Code which contains all the general and permanent laws in effect in the City.

The Mayor and City Council are representatives on two other boards: the Liquor Licensing Authority and the Federal Heights Redevelopment Agency (F.H.R.A.). The Liquor License Authority has the authority to grant or deny liquor licenses with the Mayor serving as chair and the City Council as members. The F.H.R.A. is chaired by the Mayor with City Council serving as Commissioners, the City Manager serves as Director, the Finance Director serves as treasurer and the City Clerk serves as Secretary. This agency is concerned with the development of land in designated Redevelopment Areas of the City and has the powers granted by the Colorado Revised Statutes pertaining to urban renewal authority. The Mayor and/or Council Members also serve by appointment or election by their peers as representatives on city, county and regional boards, commissions and committees.

The state statutes also authorize the Mayor and City council to appoint citizen representatives on special boards and commissions. The Board of Adjustment is responsible for hearing appeals from the rulings of administrative officials pertaining to building issues and for the granting of variances from the numerical requirements of the zoning ordinance. The Planning and Zoning Commission is responsible for approving landscape plans and making recommendations to City Council on comprehensive plans, conditional use permits, subdivision plats, rezonings and other proposed legislation that affect the zoning laws. The Business Improvement Grant (BIG) committee is responsible for reviewing and awarding matching funds for businesses within the city.

## CITY DEPARTMENTS AFFECTING LAND DEVELOPMENT

**The City Manager** supports the City Council's goals and objectives through the appointment and development of staff, the enactment of procedures to efficiently and effectively carry out the City Council's directives, the monitoring of a fiscally sound operating budget and making recommendations for innovations and improvements in all areas related to City functions.

**The City Clerk** and administrative staff provide clerical support and maintain records of meetings of the City Council, Liquor Licensing Authority, F.H.R.A., Planning and Zoning Commission, BIG Committee, and the Board of Adjustment.

**The Finance Department** collects, accounts for and disposes of City funds under the direction of City Council. The Finance Director is charged with maximizing revenue collections, safeguarding City assets, maintaining controls necessary to ensure financial compliance with City, County, State, and Federal regulations and policies, providing financial plans for the annual budget and providing financial analysis and sound policy recommendations.

**The Fire Department** serves the community by providing and managing resources that ensure cost effective and efficient protection of life and property from fires, medical emergencies, hazardous material incidents and other emergencies or disasters, natural or manmade, through education, prevention and professional response.

**The Police Department** serves to provide a safe and secure community through law enforcement actions, offers victim's assistance for crisis situations and provides educational programs for youths and adults. The department also assists the community with food drives and special occasion gift baskets.

**The Public Works Department** maintains the City's parks, infrastructure and vehicles with its Parks Division, Water Division, Sewer Division, Streets Division and Fleet Maintenance Division. The Parks Division maintains City owned park land and the Water Division is responsible for the operation and maintenance of City wells and water systems. The Sewer Division maintains City sewer systems and conducts routine preventive maintenance to keep sewers operating properly. The Streets Division maintains the streets in safe condition and the Fleet Maintenance Division keeps the City's vehicles and equipment in running order.

**The Engineering Department** is responsible for designing capital improvements, reviewing development proposals for compliance with all applicable engineering requirements and numerous other special projects and studies.

**The General Services Department** is involved with Community Outreach, Personnel, Economic Development, Risk Management, Grants Management and a variety of special projects. Community Outreach activities include community events and activities such as Federal Heights Day and History Buffs. Risk Management activities are centered on establishing a safe

environment for residents and employees. Economic Development activities focus on retaining existing businesses and attracting new ones and Grants Management activities seek to secure additional funding sources for various City projects.

**The Planning and Building Department** is involved with reviewing all development proposals and building permit applications for compliance with the Municipal Code, Uniform Building Code, Uniform Plumbing Code, Uniform Mechanical Code, National Electric Code, Zoning Ordinance, Subdivision Ordinance and any other applicable regulations and policies. Numerous special projects and studies related to development are also provided as needed.

**The City Attorney** is not located in City Hall, but provides legal guidance and support for elected City Officials, City departments and boards and commissions in the conduct of City business.

**The Municipal Court** administers the judicial process by which law and order is maintained in the City. A restitution program helps victims of crime repair damage to their property thereby helping to address issues such as graffiti.

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# SECTION IV.

# COMMUNITY PROFILE

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This section will provide information on the characteristics of the residential population including population/households, age distribution, educational attainment, employment and occupation, income and housing composition. Demographic data helps provide an understanding of the unique characteristics of the area and is vital to identify trends and determine community needs. Data provided in this section has been obtained from the latest U.S. Census Counts of 1990 and is supplemented with updated data, where available, from the U.S. Census Bureau, the Denver Regional Council of Governments (D.R.C.O.G.) and Leland Consulting. Local data will be compared with the Denver/Boulder Metro Region where useful. The analysis of this demographic data has provided the basis for some of the goals listed in later sections of this Plan.

## POPULATION/HOUSEHOLDS

The population of the City was 31 at time of incorporation in 1940 and increased to 391 in 1960 and 1,508 in 1970. The decade from 1970 to 1980 witnessed unprecedented growth as the population increased by annexation of mobile home parks and the outward expansion of the Denver metropolitan region. The height of growth occurred from 1970 to 1973 and was largely attributed to the annexation of several mobile home parks. The 1980 Census reported a population of 7,846 which increased to 9,342 in 1990. The U.S. Census Bureau estimated the City's 1994 population was 10,231 as shown in Table 1. The 1997 population is estimated at 10,676<sup>1</sup>. Because the City's residential land is nearly built out, the 1999 population can be estimated based upon the number of residential units under construction currently and those anticipated in the near future which are then added to the 1997 population numbers. Besides natural increases, the population should experience an increase due to migration of approximately 1,290 more residents with the completion of a 117 lot single family housing development, a 384 unit multi-family complex, a 32 unit multi-family complex, and a 51 lot modular home proposal. With the occupation of these housing units, the 1999 population can be estimated at approximately 12,410. Future population increases are severely constrained by

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<sup>1</sup>U.S. Census Bureau population estimates are done every two years in the decade between actual censuses. In 1992, 1994, 1996 and 1998 data was or will be gathered on natural increases and decreases from birth and death records and the "migration rate" gleaned from IRS income tax returns. The analysis of the data take about a year. The Census Bureau's report generated pursuant to data gathered in 1996 will not be available until the fall of 1997. Therefore, internal 1997 population estimate was made by first subtracting the 1990 population figure from The City's 1994 population estimate, which comes to 889. That figure represents a four-year increase or when divided by two a bi-annual increase of 444.5 persons. Based upon the premise that the City's population is increasing at the rate of 444.5 persons bi-annually, the population estimate for 1997 is 10,676.

<b>TABLE 1:</b>					
<b>CITY OF FEDERAL HEIGHTS</b>					
<b>POPULATION AND HOUSEHOLDS</b>					
	1980	1990	1994	1997	1999
POPULATION	7,846	9,342	10,231	10,676	12,410
HOUSEHOLDS	3,338	4,235	4,658	4,874	5,666
HOUSEHOLD SIZE	2.35	2.21	2.19	2.19	2.19

*Source: US Census Bureau, Leland Consulting Group, 1995*

the limited amount of available residential land for new construction. The City has only 25.16 acres ranging in size from 10 acres to 1.8 acres which are vacant and zoned for residential development; however several of these parcels are not suitable for the uses as currently zoned. More discussion on the suitability of development for these parcels occurs in the Section V. Any significant population increases after these parcels are developed will only occur if the City pursues annexation of residentially developed and zoned land to the south.

Total population bears a direct correlation to the amount of housing stock and the potential for new units as evidenced by the amount of residentially zoned land available. Therefore, there is no compelling reason to compare this figure to the Denver/Boulder region for the purposes of this plan. On the other hand, the rate of population growth should be compared to the Denver/Boulder region at least up to the point where the City can no longer accommodate any more growth in population. The rate of growth of population is attributed to births, deaths, and migration. Births and deaths typically result in fairly consistent and predictable changes in population levels throughout a region given no unforeseen circumstances or unusual occurrences. The rate of growth attributed to migration is largely indicative of residential preferences and can vary considerably within communities in the region. If the, rate of growth is similar to the region, the City is maintaining a competitive stance in attracting residents. If the rate is below that of the region, this will indicate the need to evaluate what factors are contributing to the lack of residential attraction. These factors include type, quality and affordability of housing stock, live-ability of residential environment, safety perceptions, proximity to educational and cultural facilities, adequacy and quality of City services, proximity to work and accessibility to regional employment or leisure opportunities.

The City experienced a large influx of population growth and rate of growth during the 1960's and 1970's. The decade from 1960 to 1970 saw a rapid annual increase of population growth of 28.6% which accelerated to 99.3% each year from 1970 to 1973. As previously indicated, annexation of mobile home parks accounted for a significant share of growth. An economic recession also occurred during this decade and the mobile home provided an affordable housing option for many people. Federal Heights is unique in the region by offering this housing option in an area close to many community and regional amenities and people were attracted to the convenience this offered. This rapid annual rate of growth declined dramatically to 11.5% by 1974 and was more consistent with the Denver/Boulder region at 3.4% in 1975. During 1980 to 1990, the annual rate of population growth of the City decreased to 1.9%. During the early

to mid-years of this decade, growth in the Denver/Boulder region was minimal and housing was more affordable so it can be reasonably assumed that people within the community and in the region were taking advantage of this opportunity by buying affordable homes in the larger region.

Additionally, the dramatic change in growth of rate from the 1970 decade to the 1980 decade is largely attributed to a stabilizing population due to lack of housing options and near built-out conditions. In 1980, Federal Heights had nearly reached its level of population capacity with the existing housing stock prompting demands for new development but the City lacked the parcel sizes necessary for the type of single family developments that were being marketed in the region and land was plentiful in other areas. Beginning in late 1980, the economy in the Denver/Boulder region changed again with new commercial and residential development occurring at a significant pace which also drove housing costs upward. The affordability of housing in Federal Heights is largely responsible for the growth rates since 1990. From 1990 to 1994, Federal Heights' rate of growth slightly exceeded that of the region and after 1994 exceeds that of the Denver/Boulder Metro Region as evidenced in Table 2, underscoring the need for affordable housing in close proximity to the region's transportation system. The jump in growth rate increase after 1994 is largely attributed to the expected absorption of new residential units currently under construction. After absorption of these new residential developments, population levels should stabilize around the 1999 forecast due to the lack of residentially zoned land available.

<b>TABLE 2</b> City of Federal Heights and the Denver/Boulder Region Average Annual Population Rate of Growth 1980-1999		
	City of Federal Heights	Denver/Boulder Region
1980-1990	1.9%	1.34%
1990-1994	2.37%	2.68%
1994-1999	3.54%	2.54%

*Source: US Census Bureau, Leland Consulting Group, 1995*

Once population growth as reached its threshold, stable population levels become critical to preserve and maintain acceptable residential environments. The stability of a population is indicated by length of residence in the community and whether those moving out of the community are being replaced with new residents. Table 3 shows the percentage of households that moved in during specified time periods. The City has kept pace with the rest of the region in terms of attracting new households up until 1990 for which the most recent data is available. However, there is a significant difference between Federal Heights and the rest of the region which affects how this data is interpreted. In the larger region, the jurisdictions have also increased population and are able to accommodate new population since new residential development has kept pace with increasing levels of population. In the City of Federal Heights,

the population increased rather quickly up to 1980, then decreased to rates more consistent with the region. Yet, the highest levels of moves occur after 1980 without the dramatic increase in population seen prior to 1980, indicative of a transitory community. Census data, pertaining to rate of growth, is not available after 1990 and will not be available until the publication of the next Census. The City should investigate if the moves are still occurring so frequently. If this is the case, it should be determined whether the moves are a function of the housing mobility due to a large number of population residing in mobile homes or whether the moves are a function of neighborhood conditions or employment factors. Population stability in neighborhoods is important for social reasons and is indicative of community pride. People who stay in the community tend to also get more involved in maintaining and improving neighborhood conditions. They are also more familiar with their neighbors and can support neighborhood safety more readily with neighborhood watch programs.

<b>TABLE 3</b>		
City of Federal Heights and the Denver/Boulder Region		
Year Householder Moved In		
Pre-1959-1990		
	City of Federal Heights	Denver/Boulder Region
1989-March 1990	29.5%	27.5%
1985-1988	29.0%	30.6%
1980-1984	24.2%	14.3%
1970-1979	12.7%	16.4%
1960-1969	4.2%	6.8%
Pre-1959	0.4%	4.5%

*Source: US Census Bureau, Leland Consulting Group, 1995*

## **AGE DISTRIBUTION**

The Federal Heights population of those fifty-five and older is 24.4% compared to 16.6 % for the region. The elderly population has different community needs, concerns and desires than the remainder of the population. They generally have different recreational/leisure needs, are typically constrained by income, may require better accessibility within the community to mass transit, and are especially concerned about safety and peaceful conditions where they reside. The population in the income earning years from age 18 to age 55 is slightly less in Federal Heights at 52.7% of the population compared with 57.8 % of the population in the Denver/Boulder region. Additionally, more of the Federal Heights population is represented in the typically lower income earning age bracket 18-24 years than in the region and less in the typically higher income earning age brackets from 25-44 years and 45-54 years than in the region. This information corresponds to the income information provided later in the section. Also evidenced from Table 4 is the fair representation of all age groups who have differing

community needs for educational, cultural, social and recreation. The City will need to explore whether the provision of community resources is adequate for all these age groups.

<b>TABLE 4</b> City of Federal Heights and the Denver/Boulder Region Age Distribution 1990		
	City of Federal Heights	Denver/Boulder Region
17 years and younger	22.9%	25.6%
18-24 years	11.1%	9.7%
25-44 years	33.5%	37.6%
45-54 years	8.1%	10.5%
55-59 years	4.1%	3.9%
60-64 years	4.8%	3.5%
65-74 years	9.7%	5.5%
75 years and older	5.8%	3.7%

*Source: US Census Bureau, Leland Consulting Group, 1995*

## EDUCATIONAL ATTAINMENT

The educational attainment of the community largely determines the availability of labor force and may indicate educational needs. This type of information is also utilized for commercial marketing purposes when locating retail establishments. Educational levels also largely determine occupational status and income levels which in turn have an influence on housing options, retail/service needs, and recreational/leisure choices. The type of information provided in Table 5 is not very useful without knowing more about the people and their circumstances. For instance, it is not unusual for the elderly population to have limited college education because this was not always necessary for good employment opportunities in the 1960's and earlier. The City has a higher percentage of those over 55 years in age which may distort the anticipated impact of the lower percentages of college attainment. Because the City has lower percentages overall in educational attainment, the City should further investigate whether this is attributed to an older population who have no need or desire for furthering educational attainment levels or whether there is a higher percentage of dropout rates of younger population who need education to obtain good jobs in today's economic climate.



<b>TABLE 5</b> City of Federal Heights and the Denver/Boulder Region Educational Attainment 1990		
	City of Federal Heights	Denver/Boulder Region
Less than 9 <sup>th</sup> Grade	7.0%	4.4%
9 <sup>th</sup> to 12 <sup>th</sup> Grade	18.2%	9.2%
High School Graduate	35.7%	24.6%
Some College, No Degree	20.4%	24.4%
Associate's Degree	6.4%	6.7%
Bachelor's Degree	9.2%	20.3%
Graduate/Professional Degree	3.1%	10.1%

*Source: US Census Bureau, Leland Consulting Group, 1995*

The Adams County School District 12 and District 50 are responsible for educating the community's children; however, the City should explore ways to assist the Districts, especially if it is found that the community has higher dropout rates. Success in school is dependent on a number of factors outside the control of the City, but it is the responsibility of the City to provide a drug free, safe environment, with positive recreational opportunities to improve chances of success in school. The City has less ability to influence higher educational attainment which is a function of individual motivation and affordability. As evidenced later, the income level of the City is below that of the region which has a direct influence on the ability to pay for college.

### **EMPLOYMENT AND OCCUPATION**

The City is below the Denver/Boulder region in terms of employment status as shown in Table 6. The difference in percentages in the labor force between the City and the region can be reasonably attributed to the higher percentage of the City's population at retirement age. However, the higher percentage of those unemployed is a concern to the City. Unemployment can be attributed to a number of factors including educational and skill levels, physical or mental limitations, lack of employment opportunities suitable to the population and lack of motivation. More information is needed to make any recommendations for City assistance.

<b>TABLE 6</b> City of Federal Heights and the Denver/Boulder Region Employment Status 1990		
	City of Federal Heights	Denver/Boulder Region
In Labor Force	65.3%	73.0%
Civilian	99.9%	99.2%
Employed	90.4%	94.7%
Unemployed	9.6%	5.3%

*Source: US Census Bureau, Leland Consulting Group, 1995*

The types of occupations held by those in the community are largely influenced by educational attainment and have a direct influence on income levels. Table 7 compares the City's occupation status with the region. This table is organized with the higher paying occupations at the top. The City bears resemblance with the larger region in the middle range of occupations, however more of the City's population is employed in the lower salaried range of occupations than the region and less of the City's population is in the higher salaried range than the region. This data supports the data presented on income below.

<b>TABLE 7</b> City of Federal Heights and the Denver/Boulder Region Occupation by Industry 1990		
	City of Federal Heights	Denver/Boulder Region
Executive/ Admin/ Managerial	8.2%	15.4%
Professional Specialty	8.5%	16.8%
Technician and Related Support	3.4%	4.8%
Sales	12.6%	12.7%
Administrative Support	22.3%	17.8%
Services	12.4%	10.5%
Private Household	0.2%	0.4%
Protective Service	2.0%	1.4%
Farming/Forestry/Fishery	0.3%	1.0%
Machine Op/Assembly/Inspector	6.2%	4.1%
Transportation & Material Mover	6.6%	3.2%
Handler/Cleaner/Laborer	4.8%	3.0%

*Source: US Census Bureau, Leland Consulting Group, 1995*

## INCOME

The level of educational attainment largely determines occupation which in turn has a direct relationship to income levels. The income levels of the community help determine housing, retail/service, transportation, recreational and social service needs. Table 8 provides

comparative information for Federal Heights and the Denver/Boulder Region on income levels and compares median household income. Almost 75% of the Federal Heights households earn less than \$35,000 compared to approximately 45% of the Denver/Boulder Region which translates to a lower Federal Heights median household income than the region. The City offers affordable housing opportunities but will need to explore whether affordable mass transit, job development and low cost recreational and social needs are being met.

<b>TABLE 8</b>		
City of Federal Heights and the Denver/Boulder Region		
Household Income		
1990		
	City of Federal Heights	Denver/Boulder Region
Under \$14,999	24.6%	15.6%
\$15,000-\$24,999	25.0%	14.0%
\$25,000-\$34,999	23.3%	14.5%
\$35,000-\$49,999	15.6%	18.4%
\$50,000-\$74,999	8.8%	20.7%
\$75,000-\$99,999	2.0%	9.0%
\$100,000-\$139,999	0.7%	5.5%
\$140,000 or More	0.0%	2.3%
Median Household Income	\$22,431	\$33,143
<i>Source: US Census Bureau, Leland Consulting Group, 1995</i>		

## HOUSING COMPOSITION

One of the unique features of Federal Heights is the number of residents residing in mobile homes. Table 9 presents housing composition data for the City and the Denver/Boulder region. In 1990, 62.4% of the City's housing stock was comprised of mobile homes compared to 3.3% for the region. The region's majority housing stock is single family detached residences. The number of multi-family residences containing 10 or more units is similar to the region; however in all other categories of attached residential units, the region offers more housing diversity than the City.

<b>TABLE 9</b> City of Federal Heights and the Denver/Boulder Region Housing Composition 1990		
	City of Federal Heights	Denver/Boulder Region
1-Unit Detached	10.2%	57.3%
2-Unit Detached	0.3%	7.6%
2 to 4 Units	1.2%	4.4%
5 to 9 Units	2.9%	4.7%
10 or more units	23.0%	21.7%
Mobile Homes	62.4%	3.3%

*Source: US Census Bureau, Leland Consulting Group, 1995*

Since the 1990 Census, the housing composition of the City has changed. The 1997 housing stock of Federal Heights consists of 2,496 mobile homes in mobile home parks, 1,374 apartment units, and 833 single-family residences reducing the proportion of mobile homes to 53% of the total. The housing mix will again change in the near future due to the construction of a 384-unit multi-family apartment complex W. 103rd Avenue and Clay Street, a 117 lot single family development under construction near Pecos Street and W. 85th Avenue behind the vacant K-mart store, a 32 unit multifamily complex near completion at W. 90th Avenue and Fontaine Street and a modular home community of 51 units planned for Park View located on W. 90th Avenue across from City Hall. These developments will result in a total of 2,496 mobile homes (47.2 %), 1,790 multi-family units (33.8 %) and 1001 (19%) single family residential units.

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# SECTION V. LAND USE

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The City contains 1.775 square miles or 1,130 acres zoned for four types of basic land uses; commercial, industrial, residential and park land (Exhibit 3) Of the 1,130 acres, 119.57 acres are undeveloped or nearly 11% of the total land available. Table 10 depicts the acreage of vacant and built land per general use category. Table 11 provides a listing of each of the vacant parcels with zoning designation also shown. The parcels are shown in the context of the entire City on Exhibit 4.

<b>TABLE 10</b> City of Federal Heights Land Use Inventory 1997				
	Commercial	Industrial	Residential	Park
Vacant	82.13 acres	12.28 acres	25.16 acres	n/a
Built	187.34 acres	10.72 acres	611.17 acres	195 acres
Total	269.47 acres	23 acres	636.33 acres	195 acres

*Source: Hydro Source L.L.C., 1997*

<b>TABLE 11</b> City of Federal Heights Remaining Undeveloped Acreage and Zoning 1997		
Parcel	Zoning	Acreage
A	C-1, Commercial	5.89
B	C-1, Commercial	14.62
C	C-1, Commercial	7.23
D	C-1, Commercial	4.13
E	C-1, Commercial	10.1
F	C-1, Commercial	3.67
G	C-1, Commercial	3.67
H	C-1, Commercial	1.38
I	C-1, Commercial	1.29
J	C-1, Commercial	4.03
K	R-3, Multi-family Residential	3.14
L	R-5, Single-family Residential	8.26
M	R-1, Single-family Residential	1.8

N	C-1, Commercial	4.55
O	R-3, Multi-family Residential	1.96
P	C-1, Commercial	2.22
Q	C-1, Commercial	2.07
R	R-4, Mobile Home Park	10.0
S	I-1, Industrial	12.28
T	C-1, Commercial	0.92
U	C-1, Commercial	8.67
V	C-1, Commercial	6.67
W	C-1, Commercial	1.02
<i>Source: Hydro Source L.L.C., 1997</i>		

## COMMERCIAL LAND USE

### Existing Conditions

The City does not have a downtown or central focal point of commercial development. The commercial properties are generally located at the perimeter of the City along Federal Boulevard, W. 104th Avenue, W. 84th Avenue, Huron Street and a small portion of Pecos Street at the southern border of the City. A commercial spine along W. 92nd Avenue also bisects the City. There are currently 274 business listings in the City with the majority of the businesses catering to the needs of the adjacent residential areas including grocery stores, hair salons, small restaurants, taverns, automotive services. There are a few businesses which attract customers driving through the main arterials of the City including convenience stores, gas stations, and fast food restaurants. Some of the commercial businesses attract customers from beyond the City boundaries but generate minimal revenues for the City, including mini-storage facilities, pawnshops, mobile home sale lots, and automotive sales facilities.

Land along Federal Boulevard near W. 96th Avenue and on W. 104th Avenue near Federal Boulevard is currently vacant with potential to be developed for commercial uses. There are many vacant parcels interspersed throughout the commercially zoned lands. Of the approximately 270 acres of commercially zoned land, approximated 82 acres are currently vacant or 30% of the total. Most of the vacant commercial land is owned in tracts large enough to be considered appropriate for commercial development. Land assemblage should be encouraged with some parcels to facilitate development potential. A majority of the vacant land is currently available on the market for lease or sale. The landowners that are willing to only consider land leases provide a challenge to development because most businesses are not willing to consider land leases. As a result, when development does occur, it often involves transitory types of businesses.

There are a few commercial properties which contain commercial structures but have no tenants. Of particular note is the large discount retail store located at W. 84th Avenue and Huron Street which has been vacant since 1994. Besides the economic impact from the loss of

retail sales tax revenues, social concerns arise because the building has been the target for graffiti, vandalism, and deteriorating parking lots which presents an undesirable image at one of the main entries to the City. In the past, the City has not been successful getting property owners to maintain vacant sites or buildings in acceptable conditions as evidenced by deteriorating buildings, sidewalks, parking lots and weed growth on sites. Another commercial property located at W. 104th Avenue and Federal Boulevard will be largely vacated by the end of 1997 due to the loss of the primary grocery tenant. Other tenants are also considering moving because the loss of grocery anchor will diminish the traffic through the site. These other tenants are highly dependent on an anchor such as a grocery store because of the advantage of shopping convenience offered with a grocery store tenant. If this site becomes largely vacant, it may become the target of future vandalism and graffiti. A replacement tenant has not been found for the grocery store and there may not be enough incentive on the property owners part to find a new tenant as quickly as the City would like because the grocery store owner has committed to pay on the lease until 1999.

The City residents are also concerned about the commercial development in the community. In a detailed survey recently conducted by the Denver Regional Council of Governments (D.R.C.O.G.), residents expressed a desire for community revitalization. They specifically cited the need for new businesses, more landscaping, better property maintenance, improved traffic and road conditions, and the placement of above ground utilities underground. Many residents were especially concerned about upgrading existing businesses and attracting new businesses especially along Federal Boulevard. The types of businesses they favored include restaurants, retail shops, and entertainment facilities. Many of the responses of this survey conveyed feelings of concern about the overall development in the City.

### **Suitability for Development of Vacant Land**

The suitability for development is determined by access, parcel size and configuration, availability of existing or planned infrastructure, visibility, adjacent land uses, topography, environmental conditions, traffic counts, image of area, and psychological factors. All of these elements are evaluated when developers analyze site potential for new development. The general characteristics of the City's commercial areas will now be presented with these considerations in mind. Psychological factors will not be addressed because this factor is highly dependent on site specific conditions. The information provided has been compiled from studies conducted by the City to support the Redevelopment Plan, verification of existing City data and with field checks by city staff. General recommendations on future potential land use will also be made. This presentation is intended to provide a general statement of the suitability for development of large areas of the City and is not intended to provide a detailed analysis of site specific parcels. Because similarities of development suitability occur in three major areas of the City, this discussion will be presented by dividing the City into the North Area, Central Area and South Area (Exhibit 5).

## **North Area**

Most of the vacant parcels located in the North Area are located adjacent to Federal Boulevard. These parcels are generally level, highly visible sites. Traffic counts average 27,500 vehicles per day along both directions of Federal Boulevard. Access onto Federal Boulevard is controlled by the Colorado Department of Transportation (C.O.O.T.). Access to state highways is generally restricted and the City should consider a cooperative venture among property owners to ensure that adequate access is provided to all the sites. Utilities are available, although sewer main extensions are required north of W. 96th Avenue for sites adjacent to Federal Boulevard. This main extension will also require coordination with adjacent sites and the City should consider a plan to assist with this endeavor. The power lines are located above ground along Federal Boulevard. The City will need to investigate the feasibility of requiring these lines to be placed underground with new development. There are no sidewalks, curb or gutters along Federal Boulevard in this area and these improvements will be required with new development. The sites along Federal Boulevard are typically about 400 feet deep and are abutting established residential areas. Site design should respect the adjacent residential uses.

The vacant properties located along W. 104th Avenue and W. 103rd Avenue are level sites although visibility varies from high to very low. The properties located adjacent to W. 104th Avenue could benefit from traffic counts along W. 104th Avenue which average approximately 31,600 vehicles per day traveling east and west. The parcels located adjacent to 103rd Avenue are strips of land left over from previous developments and would benefit from land assemblage with parcels to the north. All utilities are available subject to typical utility extension requirements.

Most of the land in the North Area, being near high traffic volume streets and at the edge of the City, could be developed with commercial uses serving a trade area outside the City. Because these parcels are at the edge of the City, measures should be taken to ensure high quality design and site planning to promote a positive City image. Development opportunities for many of the sites located in this area include a wide range of commercial uses such as retail, office and services. The scale of development will primarily be dependent on parcel size. Land assemblage could promote larger scale development. Because the commercial properties are also immediately adjacent to residential areas, site layout and design should be encouraged to protect these areas from any adverse impacts such as noise, glare and odors.

## **Central Area**

Most of the vacant parcels in the Central Area are located along W. 92nd Avenue, although there are a few vacant parcels located on the southern edge of this area near Federal Boulevard. There are no significant development constraints along W. 92nd Avenue although some sites are narrow, small and irregularly shaped. These conditions generally restrict the size of development to smaller structures. The sites are relatively level although grading will be required in some areas to provide a level foundation area and proper site drainage. Utilities are available and sidewalk, curb and gutter is installed adjacent to most sites. There are areas



where above ground utility lines still exist and consideration should be given to underground installation with development. Traffic counts are high along W. 92nd Avenue averaging approximately 24,500 vehicles per day. Access can be taken directly from W. 92nd Avenue in most cases.

The properties in the southern portion of the Central area are level sites. These sites suffer from limited visibility on high traffic Federal Boulevard due to the narrow width and, in one case, hidden location behind other uses. Utilities are available, although sidewalks are not constructed and overhead utility lines are installed.

Development in the Central Area is suitable for retail, service, office and light industrial uses although creative site planning may be needed to compensate for narrow parcels. Many parcels in this area are also adjacent to residential uses and this should be taken into consideration with site layout to minimize any adverse impacts of development.

### **South Area**

The vacant commercial parcels in this area are located along or near W. 84th Avenue and Pecos Street. Some of the parcels in this area have topographical concerns that need to be addressed at time of development. A significant impediment to development in the western portion is the location of a 75 foot wide Public Service easement which diagonally bisects several parcels. Traffic counts are high in the South Area and average 28,000 vehicles per day along both directions of W. 84th Avenue and 20,000 per day along Pecos Street. Utilities can be easily extended in this area and most of the parcels already have sidewalks, curb and gutter. Development in the South Area is suitable for retail, services, offices, multi-family residential and light industrial uses.

### **Potential for Redevelopment**

The City recognizes that some developed areas have the potential for redevelopment. There are several sites in the City which contain vacant buildings or will be vacated in the future. Vacant structures are a concern for the City if the properties are not well maintained. Vacant structures tend to become the targets of acts of graffiti and/or vandalism. To minimize these problems, the City should take proactive measures to promote the reuse of vacant buildings or redevelopment of commercial properties. The City supports the Redevelopment Plan of the F.H.R.A. and will support their actions to redevelop blighted areas. Rehabilitation of occupied sites should also be supported. There are areas in the City where sidewalks are in disrepair, landscaping is inadequate and buildings lack upkeep. In particular, there are several parcels in the Central Area which could benefit with rehabilitation programs.

## **INDUSTRIAL LAND USE**

### **Existing Conditions**

The only area in the City zoned industrial is located around W. 85th Avenue and Umatilla Street. A large retail store, catalog order, and warehouse facility operates out of this location. The catalog order business serves national and international customers. The existing business has been operating from this location since 1972 and they have no plans for expansion or relocation at this time.

### **Suitability for Development**

There is only one industrial zoned vacant parcel in the City. This parcel contains 12.28 acres and is located at the end of Umatilla Street and at a lower grade than the nearby W. 84th Avenue. The parcel is cut off from W. 85th Avenue frontage because the road is not currently developed. If this road is developed, frontage could exceed 750 feet. Visibility to the site is minimal and existing traffic counts are not available on Umatilla Street. The Hyland Hills Park and Recreation District park is to the north, a retail/warehouse facility is to the west, multi-family residences are to the east and an office building is to the south. The western edge of the property is at an elevation of 5,440' M.S.L. The east edge of the property is at an elevation of 5,390' M.S.L., for a difference in elevation of 50'. This site is suitable for clean, light or high technological industrial uses not dependent on visibility or traffic counts. This site could also be utilized for entertainment, recreational, or multi-family residential uses that utilize the topography, trees, and irrigation ditch as amenities.

### **Potential for Redevelopment**

Because there are no plans for relocation of existing retail/warehouse facility, this site is not an impending concern for the City. The hidden location of the site makes it impractical for most retail uses. Clean, light industrial, office or multi-family uses are appropriate at this site should it become available.

## **RESIDENTIAL LAND USE**

### **Existing Conditions**

The inner core of the City is comprised of residential neighborhoods depicted on Exhibit 6. The larger apartment complexes are Hunter's Cove, Hyland Park Center, Highland Village, and Pine Gardens. There are also several single building apartment complexes interspersed throughout Old Town. The single family conventional construction neighborhood is Northborough although there are similarly constructed homes in Homestead Heights and Old Town. The remaining neighborhoods are mobile home parks or mobile home single lot communities. The majority of housing and mobile home parks within the City were developed many years ago. The newest developments, Hunters Cove and Homestead Heights were developed over ten years ago.

Recently, the City has been processing building permit applications for four housing developments. Federal Heights Apartment Complex will contain 384 multi-family residential units, Northmoor will contain 117 conventionally constructed single family homes, Coloroso will contain 32 multi-family residential units, and Park View will contain 51 manufactured homes.

A D.R.C.O.G. survey provided a number of citizen responses to neighborhood issues. This survey reported that affordability was the number one reason why residents chose Federal Heights for their home. Family, convenience and small community feel were also ranked high for this choice. The least important reason cited for choosing to live in the City were city services and proximity to work. The survey also asked the respondents to choose one word to describe their thoughts on the community. For many people, the feelings for the community are derived from their experiences in their own neighborhood. A significant number of these responses were "pleasant", "nice", "homey", "peaceful", "friendly" and "great". The survey also addressed safety and 69% of the respondents expressed that they felt safe with the highest percentage that felt unsafe residing in Hyland Park Centre apartments. The results of this survey also conveyed concerns ranging from a need for more traffic control devices and for improved appearances in the mobile home parks. Many of the respondents felt that the appearance of Northborough and Holiday Hills was attractive. The responses are numerous and still need to be analyzed to determine what response the City will take to address all the concerns. The general assessment of residential conditions and concerns from the City's perspective follows. It should be noted that this analysis will address some of the concerns and issues prevalent throughout the majority of residential areas. In the future, City staff should contact each neighborhood to address their particular issues and needs.

Most of the neighborhoods in the City are older, established communities. The primary development issues facing these areas are density, safety and traffic concerns, aesthetics and screening and buffering of adjacent uses. The density issue has become an increasing concern in many of the mobile home parks in the last several years. The density is not necessarily related to an increase in the number of mobile homes but rather an increase in size of homes with no significant increase in space size. When the mobile home parks were initially established many years ago, the prevalent mobile home was a single wide unit. Now, as mobile homes move out of parks, they are often replaced with wider and longer homes. Often, residents add carports and accessory structures which also contribute to a sense of crowding. This concern is currently being reviewed by an ad-hoc committee consisting of mobile home park managers, park residents, City elected and appointed officials and City staff. A mobile ordinance is currently being drafted to address the density issue.

Safety and traffic concerns vary considerably throughout the City. The Police Department offers a number of programs which address general safety issues and the City should ensure that all citizens are aware of these programs. Because some neighborhoods feel a greater threat to safety, the City should investigate why this is the case. The City is aware of traffic concerns related to speed and volume in one neighborhood and is aware of speed concerns in several mobile home parks. The City is currently preparing a traffic calming policy to address these concerns. Typically, policies of this type are applied to public streets, although the City should

work with mobile home park owners to address private road issues. The Police Department also provides programs to reduce speeds in neighborhoods.

Aesthetic issues are related to the public view of the neighborhood as well as conditions within the neighborhoods. The public view issues include perimeter fencing, landscaping, and visibility or storage facilities such as recreational vehicles. Issues related to conditions within neighborhoods include outdoor storage, quality of additions, and building maintenance. Many of the mobile home parks are facing inward with the back yards of homes oriented toward the public streets. Fences of varying conditions separate the parks from the public rights-of-way. Some of these fences are not visually attractive and this combined with the lack of perimeter landscaping provides an image of the neighborhood that does not reflect the actual appearance of the interior of the community. Many of the parks have nicely landscaped interiors with many home owners planting their own landscaping and hanging flower baskets. The exterior perimeter of the parks should be encouraged to reflect the pride of the neighborhood presented within. These areas could be improved with decorative fencing and landscaped areas. Unscreened storage of recreational vehicles at park perimeters also compromises the aesthetic appeal of these parks as viewed from the public street. The view of the recreational storage areas of many parks could be improved with privacy fencing and landscaping. Unprotected and unscreened outdoor storage on individual spaces within mobile parks should be discouraged because of the increased fire hazard, need for rodent control and aesthetic concerns. All items stored outside should be placed in accessory structures. Additions to structures, in particular mobile homes, should be architecturally integrated with the home and should be of good quality and be properly installed so as not compromise the structural integrity of the home. In some areas, residential homes and/or accessory structures are not being maintained in accordance with the general neighborhood quality. There are a number of factors contributing to this condition which are out of the City's influence however; the City should explore possible solutions to provide guidance to residents with maintenance and upkeep issues.

Screening and buffering issues primarily arise when neighborhoods are located adjacent to major roads and commercial development. Screening and buffer areas are utilized to provide privacy, screen undesirable views and/or minimize noise impacts. In many areas of the City, residential neighborhoods are located in areas where adequate buffering and screening is minimal or nonexistent and where their use would be beneficial. The City currently does not have any regulations requiring the creation of buffer zones with development adjacent to residential areas. The zoning ordinance should be amended to include adequate buffering to protect existing neighborhoods from the impact of new commercial development in the future.

### **Suitability for Development**

There are approximately 25 acres of vacant residentially zoned land remaining in the City. This acreage does not include those vacant parcels currently under construction. Of this acreage, there is a ten acre parcel zoned for residential uses but which does not meet the minimum lot size requirements under existing zoning. The remaining acreage is zoned for mobile homes on

single lots, multi-family residential and single family residential. It is anticipated that these infill parcels will be developed for some type of residential uses in the future although rezoning and subdivision may be required.

### **Potential for Redevelopment**

Due to the mobile nature of mobile home parks, there is potential for redevelopment of any one of the parks located in the City. The City is not aware of any impending plans for this type of redevelopment at this time and will consider this potential if any plans are made known.

## **PARKLAND**

### **Existing Parkland**

The City has two parks and one open space tract (shown on Exhibit 3, Land Use). Ruston Park contains 14 acres and is located on Zuni Street between the Countryside and Northborough neighborhoods. The park contains a bike path, playground equipment, half-court basketball, picnic facilities and slopes used for sledding in winter. Messina Park contains less than an acre and is located at W. 90th Avenue and Tejon Street. The open space tract is adjacent to the north side W. 90th Avenue and Pecos Street. This tract contains mature trees but no useable recreation area and primarily serves as a visual amenity along the roadside. The City residents also have access to the Hyland Hills Park and Recreation District facilities, neighborhood park facilities and park facilities located at schools.

### **Potential for Additional Parkland**

At this time, the City does not have any plans for the purchase or development of additional parkland. Additional studies are required to determine parkland needs in the City and funding issues need to be addressed.

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# SECTION VI.

## COMMUNITY RESOURCES

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This section addresses the community resources necessary to support land uses in Federal Heights. The provision of transportation systems, water and sanitary sewer service, public safety, recreational facilities, schools and social services are all necessary for a quality living environment. Developing a full range of quality public services and facilities, which are adequate, efficient, and convenient, rests on careful land use planning. Federal Heights offers many services including the street maintenance, water and sewer service, police and fire service, and recreational facilities. Educational needs are provided by the Adams County School District 12 and 50. There are numerous social service needs provided by Adams County. Because educational and social service needs are not provided by the City, this section will provide a brief summary of these services but will not evaluate the effectiveness. Some services will not be addressed at all because service is provided independent of the City. Natural gas and electrical service is provided to the City through a franchise agreement with Xcel Energy and users must subscribe for the service and pay for the fees directly to the company. Telephone service is provided to the City by a franchise agreement with U.S. West. Trash service is provided by private providers.

### TRANSPORTATION SYSTEMS

Federal Heights contains 14.8 miles of roads and is bounded by major arterials (Exhibit 7); W. 84<sup>th</sup> Avenue to the south, Federal Boulevard on the west, W. 104<sup>th</sup> Avenue to the north, and Zuni Street, Pecos Street, and Huron Street all on the east. Daily traffic counts average 28,000 vehicles along five-lane (including center turn lane) W. 84<sup>th</sup> Avenue, 27,500 along five-lane (including center turn lane) Federal Boulevard, 31,600 along four-lane W. 104<sup>th</sup> Avenue, 2,600 along two-lane Zuni Street, 20,000 along five-lane (including center turn lane) Pecos Street, and 17,000 along five-lane (including center turn lane) Huron Street. These streets are safe and in acceptable condition and maintain acceptable levels of traffic flows. Of concern is the provision of adequate sidewalks to provide convenience and safety for pedestrians and mass transit riders. Sidewalks are provided the entire length of these streets except along Federal Boulevard. Sidewalks have not been installed along the entire length of Federal Boulevard. In many instances, the existing sidewalk along Federal Boulevard will require repairs.

Within the City, there are only four avenues which allow cross traffic directly through the City east to west; W. 90<sup>th</sup> Avenue, W. 92<sup>th</sup> Avenue, W. 96<sup>th</sup> Avenue, and W. 100<sup>th</sup> Avenue. Two-lane 90<sup>th</sup> Avenue has average daily traffic counts of 2,200 and serves primarily residential areas and access to City Hall. Access to Water World is also provided from this road. The road curves around the City offices and narrows as it approaches Federal Boulevard making this road impractical for cross City traffic. This road has sidewalks along the south side up to the City offices but terminates at Camenisch Park. Sidewalk access is provided on the north side of W.

90th Avenue from Federal Boulevard to Messina Park. Traffic Counts along five-lane (including center turn lane) W. 92nd Avenue average 24,500 daily. This straight avenue maintains a steady flow of traffic for residents, commercial activity and cross City traffic. Sidewalks are provided on both sides of W. 92th Avenue providing good access to RTD bus Stops. Traffic counts along W. 96th Avenue average 4,000 vehicles a day. This two-lane road primarily serves residential traffic with direct access to Federal Heights Elementary School located at Zuni Street and W. 96th Avenue. There are higher traffic counts in the immediate vicinity of the school than west of the school. Sidewalks are provided along the south side of this road but not on the north side due to topography concerns. Traffic counts along W. 100th Avenue average 3,200 daily. This two-lane avenue curves through a residential neighborhood with homes directly fronting on this street. There have been concerns raised about excessive speeds and cross City traffic on this street. Sidewalks are provided on both sides of this street.

The remainder of the streets in the City are public local streets located in residential areas or are private streets located in mobile home parks. The public local streets are built to City standards with curb, gutter and sidewalks. The Public Works Street Maintenance Division is responsible for maintaining the public streets in a safe condition. This division repairs damaged roads and sands, sweeps and stripes the streets. Because the City perimeter streets are adjacent to a total of three other jurisdictions, there are shared responsibilities for maintenance and coordination of improvements. Maintenance of sidewalks is the responsibility of property owners which presents a problem at vacant sites or structures especially with snow removal. Many vacant sites lack sidewalks which are not required until development occurs. Additionally, sidewalks where vacant structures exist suffer from lack of maintenance.

The mobile home parks' streets are private and generally narrow with no provisions for curb, gutter and sidewalks. The management of the mobile home parks and apartments are responsible for improving and maintaining the streets within their communities. Because pedestrian access is not provided, there have been concerns raised about safety primarily related to speeding vehicles through the communities. Because there is no safe haven for the pedestrian, speeds in excess of the posted limits present safety problems and some of the mobile park communities have responded by installing speed bumps. The police department has also initiated a program in neighborhoods to warn people about speeding which will be discussed later in this section.

Alternate modes of transportation in the City include walking, biking and mass transit. The pedestrian transportation system is in need of evaluation. As previously indicated, sidewalks in the City are not in optimum condition and are lacking in areas. Future sidewalk improvements are shown on Exhibit 8. The City encourages the construction of a regional bike path that traverses through the City connecting to the cities of Thornton and Westminster. Exhibit R also shows two potential locations for the regional bike path. Mass transit is provided by the Regional Transportation District with bus stops along major arterials and collector streets. Improvements are needed to increase accessibility and comfort levels and include sidewalk improvements to bus stops and an investigation of the Feasibility of installing sheltered bus stops.

In a survey conducted by D.R.C.O.G. residents provided input on traffic and road conditions in the City. One question asked the residents, "If you could improve one thing what would it be?" with many of the responses centered around traffic or road conditions. The responses requested a variety of improvements related to cleaner streets, traffic signal requests, installation of sidewalks, road paving and streets cape beautification. The survey also asked respondents to rank the quality of snow plowing, street sweeping, street sanding and repair of streets. The ranking was from one to five with five scoring the highest. Snow plowing and street sanding achieved better rankings than street repairs and street sweeping, but the responses were widely spread across all rankings. Some people were very happy with the services, while some were very dissatisfied. The majority of the responses were all categories were ranked at three or above which represents acceptable to excellent.

## **WATER AND SANITARY SEWER SERVICE**

The entire City is capable of receiving water and sewer service, although some areas will require main line extensions with future development (Exhibit 9). The City provides water service supplementing City well water with a contract with the City of Westminster. Sewer service is provided by contract with the City of Thornton. In 1996, the City contracted with Hydro Source, L.L.C. to prepare a report of water demand and sources of water supply. The information provided here is obtained from the report that was submitted in 1997. The City supplements potable water purchased from the City of Westminster with water produced from non-tributary Denver Basin Wells. The City owns a total of nine wells. Two of the wells, Nos. 1 and 9 are out of service. Five of the wells (City wells Nos. 2,3,4,6, and 8) draw water from the Arapahoe aquifer. The water from these wells is of high quality, needing little treatment before direct use in the city water system.

Two the wells (Nos. 5 and 7) draw water from the deeper Laramie-Fox Hills formation and produce water saturated with hydrogen sulfide gas and fluoride Laramie-Fox Hills water creates taste and odor problems if used directly in the City water system without prior treatment. The lack of water productivity and quality of some of the wells requires the reliance upon outside water sources.

The City of Federal Heights and the City of Westminster entered into a contract in 1968 allowing the City to purchase potable water from Westminster. This contract was amended in 1982, 1985, 1989 and 1992. The City's distributor contract with Westminster requires Westminster to deliver "sufficient potable water to meet the present and future needs of Federal Heights for a period of thirty (30) years, and renewable perpetually thereafter. This agreement appears to provide the City a permanent and adequate supply for its future needs. From 1987 through 1996, the City took delivery of an average of 1,319 acre-feet or Westminster water annually or over four times the amount derived from City wells. Over the last decade Federal Heights' annual water demand has varied from 1,338-acre feet (1992) to 1,820 acre-feet (1994) with an average of 1,602-acre feet with the deficit accommodated by well water.



City water use will increase as any remaining undeveloped property within the city limits undergoes development. Hydro Source, L.L.C. indicates that 340 acre feet of additional water will be generated by the development of the remaining vacant land property in Federal and by continued expansion of water use by the Hyland Hills Parks and Recreation District at Water World and Hyland Hills Park. This assumption is based on the premise that future development will replicate current existing water use patterns and requirements. Based on 1994 record usage of 1,820 acre feet and the estimated additional development demand of 340 acre feet, future maximum water demand at build-out within the present Federal Heights service area is projected at 2,160 acre-feet per year.

If the City is comfortable with both the dependability and the cost of Westminster water, no additional or alternative sources are required to meet future water needs based upon the allocations provided with the existing contract with Westminster. Alternatives to the City's current sources of supply are limited by cost and availability. The fact that the City has relied upon Westminster means that it does not currently own or have access to, other than whatever may be associated with well production, the water treatment plant and trained personnel required to generate its own potable water resource. Hydro Source, L.L.C. concluded their report by acknowledging that the City does not have suitable or feasible sources of water supply available.

The City of Federal Heights has an intergovernmental agreement with the City of Thornton for sanitary sewer service. Federal Heights presently delivers untreated wastewater to a Thornton sanitary sewer system which is then delivered by Thornton to the Metropolitan Denver Sewage Disposal District No. 1. All wastewater originating in Federal Heights' sanitary sewer collection system is delivered to Thornton through five outfall mains. Federal Heights is responsible for the operation, repair, maintenance, and replacement of sanitary sewer facilities within the Federal Heights sewer collection and outfall system, upstream of the metering points. Sewer tap fees are collected by Federal Heights for both Federal Heights and Metro District's prior to issuance of building permits. Sewer fees for service are billed, based upon the current Thornton water and sewer rate, by the Federal Heights. Federal Heights is also responsible for administering an industrial wastewater permit monitoring program which meets EPA and Metro District requirements.

The installation of new water and sewer lines and fire hydrants are provided by developers at time of new construction. All water and sewer mains in public streets are maintained by the City, although property owners are responsible for the maintenance of service lines and fire hydrants located on their property. The City is facing deteriorating conditions of water and sewer lines and is working toward upgrading these conditions as part of the capital improvements plan. In mobile home parks, the park owners are responsible for the maintenance and replacement of all water and sewer mains and lines. The City is concerned about water pressure and flows in several mobile home parks and is exploring ways to improve these conditions.

The survey of residents, conducted by D.R.C.O.G., asked their opinion on water quality issues such as taste and odor as well as the cost. The answer was ranked numerically from one to five with five the highest rating. The answers were fairly evenly distributed among all rankings making it difficult to assess the situation without the City defining what quality level is desirable and without translating this subjective question into a more objective study. The reliability of water fared better with 113 (33%) of the respondents ranking reliability at the highest level with the remaining 339 respondents spread among the other four rankings plus a no opinion category. The cost and reliability of sewer service is also difficult to assess because of the wide distribution of rankings in each category. A few members of the public have been attending City Council meetings expressing concern about sewer rates, but from the results of this survey there appears to be a wide range of opinions with no dominant response in cost issues and a slight lead in satisfaction of reliability. More analysis is recommended to determine the exact nature of the problems before any policy decisions are made on the sole basis of this survey and a few comments.

## **PUBLIC SAFETY**

### **Police Department**

The Police Department personnel consists of the police chief, a patrol lieutenant, three patrol sergeants, twelve patrol officers, ten volunteer reserve officers, one detective sergeant, three detectives, two code enforcement officers, one communications/records supervisor, four communications specialists, one records clerk, one victim advocate supervisor/coordinator, one part-time assistant victim advocate coordinator and 13 volunteer victim advocates. The office staff consists of an executive secretary and one part time clerk. There are eight marked patrol vehicles and seven unmarked vehicles. Several members of the Police Department are trained in special weapons and serve on the Special Weapons And Tactics (S.W.A.T) team for emergencies involving barricade and hostage situations as well as assistance to other S.W.A.T. teams in other jurisdictions. The Police Department also provides victim's assistance to witnesses and survivors of crime during the initial crisis.

In 1995, the Police Department adopted a philosophy of Community Oriented Policing. The Police Department sponsors a number of programs designed to optimize citizen participation in the prevention of criminal or dangerous activities and includes the Neighborhood Watch program, Business Watch program, Crime Stoppers program, Scared Safe program, Strategies Against Assault For Everyone (S.A.A.F.E.) program, Citizens On Radar (C.O.R.) program, and the Citizens On Patrol (C.O.P.) program. The Neighborhood Watch program is coordinated by the community service officer who explains the program to neighborhood groups. This program promotes resident observation and notification of suspicious activity within neighborhoods. The Business Watch program is similar in concept to the Neighborhood Watch program with business owners participating. The Crime Stoppers program allows people to anonymously report crimes. The Scared Safe program is coordinated with the Commerce City Police Department who send trained volunteers to act out scenes of crime and violence to help prepare child and adult participants in real life situations. The S.A.A.F.E. program is a four hour

course that teaches safety at home and on the streets and also provides training in basic self-defense techniques. The C.O.R. program provides select citizens with radar guns in neighborhoods with demonstrated speed problems. The citizens document speed and license plate numbers of speed limit violators but avoid confrontation. Letters are then sent by the Police Department to the speeders warning them to slow down for safety reasons. The C.O.P. program is complementary to the Neighborhood Watch program. A select citizen is provided with a bright vest and a car marked with magnetic signage identifying the program. The citizen is responsible for patrolling the neighborhood at a more frequent basis than physically possible by patrol officers.

The Police Department also sponsors a number of programs aimed at early age education on drug use, gang activity and gun safety. The community service officer promotes and participates in the Drug Abuse Resistance and Education (D.A.R.E) program which is a 17 week course designed to help children in the 5th Grade to resist the pressure of drugs and violence. For younger children in Kindergarten through 2nd grade, the community services officer teaches drug prevention through the McGruff's Anti-Drug program. The community services officer also orchestrates the Gang Resistance Education And Training (G.R.E.A.T.) program which is taught at the 3rd through 7<sup>th</sup> grade level to prevent gang activity. Gun safety is also taught with the Eddy Eagle Gun Safety program offered at the Kindergarten through 5th grade level. These school age programs are offered at the schools servicing Federal Heights' students.

The Police Department also sponsors Crime-Free Multi-Family Housing which allows apartment managers to run criminal checks on potential tenants in order to prevent dangerous persons from moving into the community. This program has never before been tried in mobile home parks or single family homes. Another program, Crime Prevention Through Environmental Design (C.P.T.E.D.) allows police personnel to review new development proposals and make suggestions on site design to alleviate conditions which promote criminal activity.

The Police Department offers a Victim Services Program to provide assistance with domestic violence, death related incidents; child sexual assault and other situations where help is needed. This program served 2,162 citizens in 1996, a significant increase over the 1,112 served in 1995 and the 893 served in 1994. This increase is due in part to more program offerings and increased awareness about the available programs.

The Police Department also provides a number of community services outside the typical scope of crime prevention and protection activities. These programs are organized by the community services officer and include food and clothing drives, the Christmas Crusade Program and the Easter Basket Giveaway. The food and clothing drives are coordinated with Hope International to provide food and clothing for citizens in need at a moment's notice. The Christmas Crusade program provides children in need with Christmas gifts with funding provided by Federal Heights businesses. The Easter Basket Giveaway is similar to the Christmas Crusade program with assistance also provided by individual citizens and neighborhood groups.

The Nationally Accredited Police Department has been recognized for superior service with the presentation of awards such as the Colorado Association of Chiefs of Police Professional Standards Compliance Award in 1987 and 1992. This award is presented every five years. The AAA Pedestrian Safety award has been received from 1981 through 1995, except in 1985 and 1986 where one pedestrian death occurred in each year. This award recognizes that no fatalities have occurred with pedestrians during the designated years. The Police Department has only reported two pedestrian fatalities in over 20 years. In 1992, the Police Department received the 70% Plus Safety Belt Use awarded by the U.S. Department of Transportation. The Police Department also received The Fraternal Order of Eagles award for Diligence and Duty and the Transportation Commission of Colorado recognition for D.U.I. enforcement.

<b>TABLE 13</b>			
City of Federal Heights			
Police Activity			
1994-1996			
	1994	1995	1996
Code Enforcement	2,974	3,620	2,478
Arrests –Adult	1,311	1,415	1,573
Traffic Accidents	346	295	308
Custody - Juvenile	291	383	361
Traffic Citations	4,322	4,496	4,824
D.U.I. Arrests	144	241	224
Cases Investigated	640	605	772
Total Calls for Service	25,689	32,783	30,576
<i>Source: City of Federal Heights Police Department</i>			

Police activity from 1994 thru 1996 is provided in Table 13. Development-related issues include code enforcement, traffic accidents and traffic citations. Code enforcement activity includes issuing citations for violation of local ordinances such as abandoned vehicles, stray animals and zoning violations. Code Enforcement violations change dramatically each year. The City should investigate the specific type of violations to determine whether any programs can be developed to minimize the number of violations. The City can also investigate the pattern of traffic accidents to determine if there is any consistency in accidents rather than driver error. If this investigation reveals a distinct pattern, the City should investigate design solutions to minimize traffic hazards. Traffic citations are numerous and the City will need to investigate whether a pattern exists in certain areas and whether there are potential street design methods for reducing these violations. The rest of the violations are more specific to Police Department activities rather than the type of issues the Comprehensive Plan can address.

The D.R.C.O.G. survey also asked questions related to police service. Of all the City services ranked for quality, the Police Department achieved the highest ratings. The high ratings were for Police response time, police customer service and police trained personnel.

## Fire Department

The Federal Heights Fire Department is a modern, progressive, multi-service fire department which utilizes a combination of full-time career and part-time volunteer personnel. These employees provide fire/rescue, emergency medical and fire prevention services to provide fire/rescue, emergency medical and fire prevention services. The Fire Department personnel consists of the Fire Chief, three Captains, three Engineers, three Firefighters, three Paramedics and a part time secretary in the career division and three Lieutenants and 33 Firefighters in the volunteer division. Virtually all of the personnel are certified under the standards of the Colorado Firefighter Certification board at the level of Firefighter 1 or higher. Most of these personnel also hold emergency medical certifications ranging from First Responder to Paramedic. The department currently operates one advanced life support (ALS) equipped engine company, one basic life support (BLS) equipped ladder company and one BLS equipped engine company.

In 1994, the department founded its own Medical Transport Division with the addition of a fully equipped, high-tech., state of the art, ALS paramedic ambulance. The ambulance division has an additional 16 Emergency Medical Technicians and Paramedics bringing the total staff to 63 personnel. Fire and ambulance personnel attend up to 30 hours of training per month on subjects such as apparatus operations, fire suppression techniques, hazardous materials training and emergency medical continuing education. These training are conducted on a frequent basis in order to maintain the high level of preparedness and expertise required of modern fire service providers.

Table 14 indicates the type of emergency calls the department has received from 1994 thru 1996, all achieved with an average response time of 3.4 minutes. The number of structure fires has been decreasing with the advent of a home fire alarm program. Other fire related calls have increased and these include fire alarms, vehicle fires, trash fires, grass fires, gas leaks and odor investigations. The City will need to evaluate why these incidents are on the rise and investigate methods to reduce these occurrences.

	1994	1995	1996
Structure Fires	17	12	9
Other Fire-Related	230	271	298
Other Non-Fire	131	153	122
EMS Ambulance	850	908	1,160
Total Responses	1,228	1,344	1,589

*Source: City of Federal Heights Fire Department*

In November of 1990, the Federal Heights Fire Department was the recipient of the International Association of Fire Chiefs prestigious Fire Preventer of the Year award in honor of the department's continued efforts in fire prevention and residential smoke detector placement. In 1992, the department proudly celebrated its 50th Anniversary of service to the community. In 1993, the department received the Insurance Services Organization's ISO rating 3 making it the highest ISO ranked department in the north Metro area and one of the highest in the State.

The D.R.C.O.G. survey also asked questions related to the quality of Fire/Ambulance service. The residents are pleased with this department as evidenced by the very high rankings for fire-response time, fire-customer service, fire-trained personnel, ambulance-response time, ambulance-customer service and ambulance-trained personnel.

## **RECREATIONAL FACILITIES**

The City has two parks. Ruston Park, named after Harry Ruston who dedicated the park land with the development of Northborough, is located near W. 100th Avenue and Zuni Street. This park contains approximately 14 acres. A bike path traverses through the park providing a connection from Zuni Street to the east with and W. 98th Drive on the west. The park also contains playground equipment, a basketball court and a picnic table. Messina Park, located at W. 90th Avenue and Tejon Street, is a small neighborhood park providing a memorial to Officer Perry Messina who was killed during a car crash in the line of duty in 1980.

The City residents also have access to other recreational facilities located throughout the City in mobile home parks and apartment complexes. Lamplighter has playground equipment, a swimming pool, a basketball court and a clubhouse for various indoor recreational activities and community events. Holiday Hills' recreation activities are geared to the senior community. The park has a clubhouse which is host to numerous recreational activities including community meals, card games, quilting groups, ballroom dancing, Bible study and Church services. The clubhouse also has a swimming pool. Countryside has a playground, hot tub, swimming pool and clubhouse which hosts activities such as a ladies social club, card games and potluck dinners. Parkside has a clubhouse located offering activities such as cards, games and socializing. Kimberly Hills has a clubhouse, basketball court, skating board black top, tennis courts, horseshoes, swimming pool and playground equipment. They also have a large park behind Decatur Court which is used for a number of outdoor activities. Denver Cascade has a clubhouse with swimming pool, a game room, shuffleboard and a community piano. Hunter's Point has a central area with a swimming pool, tennis courts, playground equipment, picnic tables and open space. Pine Gardens Apartments also has a central area with swimming pool, playground equipment and open space.

Nearby schools also provide recreational facilities for public use after school hours. Federal Heights Elementary School has playground equipment, basketball courts, baseball diamond and play fields. Niver Creek Middle School has tennis courts, basketball courts and play fields.

The City is included in the boundaries of the Hyland Hills Parks and Recreation District. The District offices and Water World are located on approximately 176 acres in the southern portion of the City. The District fills a wide variety of recreational needs with numerous programs and recreational facilities within the vicinity of Federal Heights. Hyland Hills Park and Recreation District, formed in 1955, was Colorado's first park and recreation district serving primarily southwest Adams County. In 1971, the District opened its ice arena located at W. 94th Avenue and Raleigh Street in Westminster and in 1979, opened the Water World facility located at W. 90<sup>th</sup> Avenue and Pecos Street within City limits. Besides providing a cool break from summer heat, Water World is the largest employer of young people in Adams County with over 700 summertime jobs. In 1989, the District also opened Adventure Golf located at 9600 Sheridan Boulevard in Westminster. A community/senior center operates in Westminster on W. 72nd Avenue between Sheridan Boulevard and Wadsworth Boulevard. A new ice arena will open in Westminster on 104th Avenue near the Boulder Turnpike in late 1998. The District serves over 92,000 residents located in southwest Adams County. The parks department maintains 27 parks and 24 ball fields. One of these parks is Camenisch Park which is located behind City Hall. This park has two baseball diamonds, tennis courts, basketball courts, picnic areas and a pond with trail access. The recreation department also offers organized activities for a fee such as gymnastics, soccer, football and tennis.

It appears there are a wide range of recreational and leisure activities available to Federal Heights residents. However, in a survey recently conducted by D.R.C.O.G., in answer to the question "What services or activities would you like to see available to you that you do not have now?" there were a large number of requests for more parks and open space areas and for more recreational opportunities. The City will need to explore in more detail what these needs are and how the City can assist in providing more opportunities.

## **SCHOOLS/EDUCATIONAL OPPORTUNITIES**

Adams County School District 12 and 50 provides kindergarten through 12th grade education to Federal Heights' children. The elementary school age children attend Federal Heights Elementary located at 2900 W. 96th Avenue, Metz Elementary located at 2341 Sherrelwood Drive, Fairview Elementary located at 7826 Fairview Avenue and Rocky Mountain Elementary located at 3350 W. 99th Avenue. Middle school students attend Clear Lake Middle School located at 1940 Elmwood Lane and Niver Creek Middle School located at 9450 Pecos Street. Senior High school students attend Ranum Senior High School located at 2401 W. 80th Avenue and Northglenn Senior High School located at 601 W. 100th Place. Federal Heights also has a private school, the Upper Room Christian Academy located at 2300 W. 90th Avenue, which provides education for kindergarten through 12th grade level.

General Equivalency Diplomas are provided by the Front Range Community College located at 3645 W. 112th Avenue in Westminster and the Adult High School Diploma Program at Thornton High School located at 991 Eppinger Boulevard. Adult education classes covering a broad range of courses are also offered by the Front Range Community College and Metro State College

Northglenn Campus. There are also a number of specialty schools located throughout the Adams County area and are listed in the yellow pages of the phone book.

There are two Adams County Library branches in the vicinity of Federal Heights. The Northglenn Branch is located at 10530 Huron Street in Northglenn and the Thornton Branch is located at 8992 Washington Street in Thornton. A bookmobile service is also available with one stop a week at Federal Heights Elementary School. The Adams County Library also sponsors an Adult Literacy Program offered for free to people with reading disabilities.

## **SOCIAL SERVICES**

There a large number of services provided through Adams County including preschool, health care, employment assistance and other social services. These services are typically federally funded and are made available through Adams County government facilities. The City should ensure that its residents are aware of these programs.

The Head Start program, which operates a facility at 2358 W. 90th Avenue just southeast of City Hall, is a federally funded program for preschool children from low-income families. The Head Start program is operated by local non-profit organizations. Children who attend Head Start participate in a variety of activities that help them grow mentally, physically, socially and emotionally. They also receive free medical and dental care, have healthy meals and snacks and enjoy playing indoors and outdoors in a safe setting. Services are also offered to meet the special needs of children with disabilities. Most children in Head Start are between the ages of three to five years old. Head Start also offers programs for families such as classes in child rearing, job training, health and nutrition and using free resources in the community. Head Start also offers assistance to parents interested in obtaining a high school General Equivalency Diploma (GED) or pursuing other adult education opportunities. Head Start also offers referral assistance to families needing help for medical, social, welfare or employment specialists.

The Tri-County Health Department serves the residents of Adams, Arapahoe and Douglas County by promoting and protecting the health and environment of each community in the three counties. The main administrative office is located in Greenwood Village with a local office located at 10190 Bannock Street in Northglenn. The department ensures that food service facilities are safe and investigates indoor air quality of businesses. The department also takes action for disease and vector control. They also conduct inspections at child care facilities and investigate complaints about conditions that threaten the public's health at any residential setting. The Health Department provides extensive health care services including a supplemental food program for women, infants, and children (WIC), nutrition education, dietetic internships, immunizations, family planning, health care program for children with special needs, well child checkups and screenings, prenatal care, adult women health screenings, children and adult dentistry and health education. These services are provided to all residents for a fee based upon income levels and with Medicaid.



The Adams County Government Employment Center sponsors the Career Transitions Center North, located at 6785 W. 120th Avenue in Broomfield, which has extensive programs to assist people who have been affected by layoff or job loss through no fault of their own. Services offered at no cost include job search workshops, personal growth seminars, career decision making workshops, career counseling, career testing and assessment, classroom training, entrepreneurial referrals and basic education/GED programs. They also offer resources such as Internet employer access, computers, laser printers, fax machines, career resource library, business directories, city, county, state and federal job listings, videotape equipment, copy machines, typewriters and phones.

The Adams County Department of Social Services, located at 7190 Colorado Boulevard in Commerce City, provides adult assistance and protection services, child assistance, support and abuse issues, family planning methods and family intervention services. They also provide informational brochures for the educational opportunity center, information brochures on Job Corps, assistance referrals for persons suffering from brain injury and summer camp programs. This department is also responsible for food stamp distribution and adoption services.

Federal Heights is home to Senior Hub, located at 2360 W. 90th Avenue just southeast of City Hall. This facility provides services and referrals for Adams County's senior adults. Through the Senior Solutions programs, clients are able to obtain assistance with a variety of needs including adult care, advocacy, consumer assistance, education, employment/job training, energy assistance, emergency food bank, financial assistance, forms assistance, home maintenance, housing information, money management, legal assistance, outreach programs, support groups, transportation, victim assistance, volunteer opportunities and health resources.

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## **SECTION VII.**

# **MAINTENANCE OF REVENUE SOURCES**

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There have been a number of development related issues identified in the previous sections which will be addressed utilizing the strategies outlined in Section VIII. To provide the necessary resources to deal effectively with these issues, which have a direct impact on the community's health, safety and welfare, adequate levels of funding will be required. The City's ability to function effectively as a government is critically dependent on its financial situation. It is the City's policy to use current revenues or reserves whenever possible to finance City projects and purchases. This brings us to one of the most pressing issue facing the City at this time. The community revenue sources are declining while at the same time, the community needs and desires are increasing. Declining revenues diminish the future ability to continue to service the growing community needs of the City at appropriate levels.

The City obtains revenues from sources such as sales/use taxes, court fines, intergovernmental grants, licenses and permits, property tax and fees. General fund revenues in 1996 totaled \$4,211,680. A significant percentage of the total revenues are derived from sales tax revenues. In 1996, general sales tax revenues accounted for 57% of total revenues. General fund expenditures totaled \$3,9635,458, leaving a positive balance of \$257,490. It should be emphasized that the general fund is very dependent on sales and use taxes. Any significant decrease in sales tax revenues will affect the provision of services to the community. The loss of a discount retail store resulted in a loss of approximately 8% of the general funds. The loss of a grocery store will result in a loss of approximately 13.5% of the general funds. Because of these losses, the City's tax base is not as strong or diverse as it should be, creating a concern about the future ability of the City to continue providing services and operating departments at levels required to maintain current and future expectations. The loss of these major commercial retail stores, particularly to nearby municipalities, highlights the City's need for a more proactive economic development effort.

Fortunately the City has a number of potential sites for future retail development and the City is actively seeking new development and is willing to assist promising development. A significant percentage of the commercially zoned land in the City is undeveloped, underutilized or in decline. In recognition of this observation, the City Council created the Federal Heights Redevelopment Agency (F.H.R.A), an urban renewal authority, in October of 1992. The F.H.R.A. was created to rehabilitate areas which were found to meet the legal definition of "blight", under-utilized areas, and deteriorating areas within the City that substantially impair the financial, housing, health and safety needs of the residents and businesses of the City of Federal Heights. Surveys were conducted identifying deteriorating structures, deteriorating or non-existent sidewalks, weed proliferation, trash accumulations, graffiti, and substandard streets.

The F.H.R.A. has designated Redevelopment Areas (Exhibit 10) and has prepared a Redevelopment Plan targeted toward eliminating these blighted conditions.

Progress has been made with assistance provided by the F.H.R.A. with new commercial development near W. 96th Avenue along Federal Boulevard. Unfortunately, the City does not, as yet, have another large retail or grocery store committed to locating in the City and this will be necessary to replace the loss incurred by vacating businesses. Additionally, the City's visual appearance in most of the Redevelopment Areas still remains unchanged and blighted conditions still remain. Vacant buildings, in particular at W. 84th Avenue and Huron Street, are subject to vandalism and graffiti with parking lots experiencing deteriorated pavement and weed proliferation. This blighted condition and declining situation also is of concern to the citizens of Federal Heights. In the D.R.C.O.G. survey, the residents expressed the desire to see improvement in the existing businesses and the development of new businesses.

Adjacent jurisdictions are attracting new businesses, so this problem is not necessarily related to market conditions. Other factors related to land ownership and suitability conditions affect the development of land in Federal Heights. The City must concentrate efforts on implementing strategies to attain a more stable economic environment to better serve the established and growing residential community. This comprehensive plan will suggest a number of strategies aimed at achieving a more viable and economically healthy environment.

On a more positive note, with the three major housing developments breaking ground in 1997 and the number of small retail sites being constructed, use taxes collected will cushion the impact of the sales tax shortfall in 1997. The City does not have debt and has available reserves to sustain an adequate level of services for the near future, however, it is crucial that the City replace the lost sales tax funds to provide for the community needs in the long term. This Plan calls for a more proactive and aggressive economic development stance to sustain a healthy economic environment with adequate funds to realize the goals for an improved community which are presented in the next section.

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## **Section VIII.**

# **CITY GOALS AND STRATEGIES FOR FUTURE PHYSICAL DEVELOPMENT**

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The analysis of existing conditions has led to the formulation of goals and strategies presented in the next two sections. The goals, identified in italics throughout Sections VIII and IV, serve as guideposts for community development and decision making. The strategies presented, in bullet form, will serve to promote new or improved methods to strengthen and enhance the entire community. This section will address the development of commercial, industrial and residential land use and community resources. Two items from the community resource discussion in Section VI, schools/educational opportunities and social services, will be addressed under Government Administration rather than their own headings since these services are provided by other governing jurisdictions. The City still has some ability to improve the effectiveness of these service providers as inferred by the strategies presented. The Government Administration section introduced in this section was not included independently in Section VI because it serves as an umbrella organization for each of the categories discussed and was previously discussed in Section III. Goals and strategies have also been presented for Natural Resources and Annexation which have not been previously discussed but arise out issues presented from other discussions in previous sections. The success of implementing the strategies will be based upon the City's ability to unify and coordinate each department's work programs. Equally important will be the ability to develop partnerships with residents, business and landowners, adjacent jurisdictions, and local and regional agencies.

### **LAND DEVELOPMENT**

#### **Commercial Use of Land**

The City's development of commercial land has not kept pace with residential growth. The City has nearly built out conditions in areas zoned residentially, however a significant percentage of the commercially zoned land is still vacant and many of the developed commercial areas in the City are underutilized or in need of rehabilitation. The City is also concerned about the ability to retain desirable businesses who may seek opportunities in adjacent jurisdictions. The City recognizes the need to attract and retain viable business but is also concerned about attracting the appropriate type of commercial uses necessary to support the urban service needs and protect the quality of life of the residential population. This portion of the section will describe the goals and strategies for commercial development in the City including the type and compatibility of commercial development desired, rehabilitation/redevelopment efforts, economic development activities, and urban design issues.

**a. Type and Compatibility of Use:** The City recognizes that there appears to be a disproportionate share of similar type businesses such as mini-storage facilities, pawnshops, adult entertainment businesses, outside storage, automotive sales and mobile home sales facilities. The B-1/C-1 ordinance has resulted in the proliferation of businesses within the City which utilize a disproportionate share of municipal services in relation to the revenues generated, and this proliferation results in the establishment of those businesses in Federal Heights in numbers which exceed that which is necessary to service Federal Heights. A balance of diverse commercial uses is necessary to ensure adequate revenues for service provision. The visual appearance of some of the allowed uses is also of concern to adjacent neighborhoods and the City. Adequate property maintenance and visual screening of outside storage areas are important considerations in highly visible travel corridors and in areas adjacent to neighborhoods. Certain commercial uses adjacent to residential areas, such as adult entertainment businesses and pawnshops also tend to present concerns about safety, hours of operation, noise and lighting glare impacts. These concerns are compounded by the proximity of commercial land to residential land. The relatively narrow strips of commercial land available require appropriate land uses and site planning to minimize impacts on residents. The City realizes the importance of fostering development of commercial land to support the current and future service needs of the community, but any development must be done with respect to preserving and enhancing neighborhood integrity.

### **Goals**

*Encourage a greater mix of business to promote adequate revenues and take appropriate measures to protect residential neighborhoods from negative encroachments on their peace and privacy.*

### **Strategies**

- Revise the commercial zoning district regulations in the zoning ordinance to address concerns about appropriate locations for various types of commercial uses.
- Explore City wide zoning changes to accommodate the appropriate location of commercial uses.
- Promote compatibility between commercial and residential land uses by revising the zoning ordinance to include site plan reviews which require adequate buffering between these two land uses.
- Explore the feasibility of converting residential uses to more appropriate uses if impacts of commercial development warrant this action.

**b. Redevelopment/Rehabilitation Efforts:** Redevelopment and rehabilitation programs can be powerful tools for stimulating business development and investment within targeted blighted areas and for generally improving the economic and physical environment of a community. Many of the commercial structures in the City were built more than twenty years ago and many suffer from a lack of maintenance. In many cases, the property owners have not accomplished any significant improvements to the building exterior or site. For leased land and tenant space,

there is no strong incentive to maintain or improve the appearance of properties. When new tenants arrive, the only requirements for change in use are generally related to building and fire code issues. As properties decline in appearance, it is difficult to retain existing businesses or to attract viable commercial uses with business philosophies that revolve around a positive, professional image or those who have a corporate image and identity that must be maintained. The City must concentrate efforts in developing programs, regulations, and incentives which will improve the appearance of structures or foster redevelopment in order to retain and attract businesses that are concerned about their own image which collectively defines the image of the community.

### Goals

*The City will eliminate conditions dangerous to public health and safety caused by deteriorating physical conditions which contribute to blight and threaten the economic health of the City. The City will actively encourage and promote private maintenance and investment to revitalize existing development and will proactively pursue redevelopment of areas in decline. The City will strive to retain desirable existing businesses through a better understanding of their needs.*

### Strategies

- Develop programs, create partnerships and provide financial incentives for property owners and business owners for redevelopment, rehabilitation and business expansion if community benefits will be generated.
- Develop more effective measures to deal with deteriorating buildings, vandalism, poor property maintenance, graffiti and abandoned signs.
- Provide proactive enforcement of zoning and building codes in order to halt deterioration of residential and commercial areas.
- Investigate requiring site plan approvals to accompany business license applications when changes in use occur.

**c. Economic Development:** The future economic base of the City is not only dependent on retaining existing businesses. The City must also broaden and enhance its economic base. Changing market strategies and structural and spatial needs in the commercial sector have rendered many of the City's existing structures obsolete for many new businesses. Many of the new businesses being constructed today require larger parcels of land, prefer land ownership to land leases and require structures specifically tailored to their businesses. Because the City has not had a great deal of success in attracting new business, special efforts must be made to attract new commercial development in the City. Only through responsible, innovative, accountable leadership and creative financial planning, will the City be able to take measures to ensure economic stability. An influx of new commercial development also tends to increase redevelopment efforts in older areas.

## Goals

*The City will take a proactive stance in retaining and attracting desirable new businesses that contribute to the economic vitality of the City. The City will reverse years of declining economic viability by targeting efforts in Redevelopment Areas to stimulate and increase private investment. The City will create partnerships with existing and new businesses to promote measures which will increase revenues which are mutually beneficial. The City will promote a business environment that is conducive to generating local tax revenues, employment opportunities and a balanced community.*

## Strategies

- Initiate a business retention program where targeted businesses in the City are contacted regularly.
- Establish a relationship with all commercial property owners and Realtors representing property in the area to maintain rapport and assist in identifying uses that are conducive to city goals.
- Develop an economic development marketing brochure/packet to use for prospect inquiries and as a business recruitment tool to attract diverse and economically viable businesses.
- Create a climate where community and government attitudes are helpful to business by providing timely and accurate information and refining the development review process.
- Raise community awareness to buy locally to support local businesses and keep tax revenues in the City.
- Investigate the potential for encouraging the development of a market niche unique to the area to minimize detrimental competition with adjacent jurisdictions.
- Explore additional opportunities with the North Metro Chamber of Commerce to advertise and promote development opportunities.
- Reevaluate zoning requirements which hinder development potential and opportunities.
- Maintain a list of available grants to pursue financial assistance for development efforts.
- Develop and maintain database of economic, demographic, and market demand indicators to provide readily available information.
- Develop a Geographic Information System (G.I.S.) to provide information on properties.
- Investigate the advantages and disadvantages of creating a Business Improvement District.
- Utilize financial incentives authorized by the FHRA and enterprise zone status to attract new development.

**d. Urban Design:** Urban Design is about weaving together all of the functional and physical elements of the community. The urban design of the community is a primary factor in determining the community image and identity. What is seen, heard and smelled affects people's attitudes and emotions as they move throughout the environment. The sensations one experiences in the environment should not interfere with the activities people wish to pursue. Urban design is concerned with issues that determine the environmental quality of the City. Environment, in this case, pertains to both the natural and the built environment. Urban Design is not limited to functional building and visually pleasing forms; it is also meant to protect the public interests for those who visit the site. The Urban Design goals and strategies focus on improving and creating elements of the built and natural environment which contribute to good urban design. These elements include site and building location, building design, harmony between adjacent uses, safety, parking lots, access, signage, landscaping, utilities, noise, odor and glare control and screening.

### **Goals**

*The City desires to establish a positive image and identity with an urban form that is aesthetically pleasing. The City desires to achieve a community which is pleasing in character by fostering and encouraging good design which encompasses the use of harmonious materials and colors, compatibility, proportional relationships and opportunities for the use of landscaping. Development should present a sense of order and unity, buildings should relate to each other where appropriate and the overall site design should provide an attractive image. Open space and landscape elements should serve to unify improvements and provide a sense of proportion and human scale. Amenities supporting the site, such as parking lots, signage, lighting and sidewalks should be functional and attractive. Each site should coordinate with other sites to allow safe vehicular and pedestrian access. Less visually appealing aspects of the built environment such as trash collectors, outside storage and mechanical equipment should be screened from public view. For major transportation corridors, streetscape amenities such as landscaping, lighting and benches should be provided to promote the street as a public amenity.*

### **Strategies**

- Establish site plan standards for all new commercial development that discourage box-like structures, large-scale buildings with undistinguished masses, bulk, and/or blank facades, and buildings which call undue attention to themselves through the excessive use of colors or other devices.
- Revise landscape regulations to upgrade the appearance of the streetscapes and provide for standards that use fences and landscaping to screen outside storage areas and provide buffers to adjacent residential uses.
- Strengthen the quality and visibility of the City's entryways by designing and constructing new City signage.



- Target and set beautification priorities for major roads with an emphasis on City entryways
- Encourage the planting of street trees by developers, individual property owners and neighborhood groups.
- Revise the sign code to encourage standards which will minimize visual competition and result in attractive, functional signage.
- Promote efforts to minimize the defacement of property in the City.
- Establish a program to encourage landscaping improvements on existing commercially developed properties.
- Explore landscaped median improvements with adjacent jurisdictions at City perimeter.
- Investigate the feasibility of installing existing overhead utilities underground.
- Adopt site plan requirements that seek the coordination of vehicular and pedestrian circulation, signage, and landscape design with adjoining properties where appropriate.
- Develop lighting standards that provide for safety and security without producing glare offsite.
- Implement site design standards that minimize negative visual impact of service-related structures, outside storage, and mechanical equipment whether on the ground or rooftop.

### **Industrial Use of Land**

Land used for industrial use is minimal in the City, however, the development and redevelopment of the little amount available is still important due to the proximity to residential developments and parkland.

### **Goals**

*Promote high technological or clean, light industrial use or other appropriate commercial uses for the only available industrial tract of land available.*

### **Strategies**

- Investigate potential industrial users and develop a plan to market the property.
- Investigate other potential uses of this parcel such as recreational, multi-family, or office.

### **Residential Use of Land**

Safe, habitable, and affordable housing is a fundamental human need. Neighborhoods are the basic building blocks of a city and provide a sense of belonging. This small-scale sense of belonging can lead to a sense of community for the entire City. The important aspects of neighborhoods should be recognized and protected. Because residential development occupies the greatest percentage of the City's area, the quality of residential development is of key importance in determining the image of the City.

## Goals

*The City will promote an affordable, safe and pleasant environment for all residential neighborhoods. Adequate public services will be available to all neighborhoods. Special attention will be given to upgrade neighborhood appearance and property maintenance. The City will make every available effort to inspire privacy and limit adverse impacts of adjacent commercial development and prevent or reduce crime through residential design.*

## Strategies

- Analyze results of 1997 D.R.C.O.G. survey and devise methods to address resident issues.
- Utilize zoning powers to keep incompatible development away from residential neighborhoods.
- Develop a plan to provide assistance to neighborhood groups in neighborhood beautification efforts with emphasis on property maintenance and appearance.
- Adopt a traffic calming policy that coordinates with neighborhood groups to reduce safety hazards on local streets.
- Continue Neighborhood Crime Watch programs and investigate safety concerns.
- Evaluate adequacy of pedestrian provisions within neighborhoods and explore opportunities for improvements.
- Identify areas where improvements can be made to buffer residential areas from the impacts of existing commercial developments and develop cooperative strategies to minimize the impacts.
- Pursue proactive, rather than complaint-based, zoning and code enforcement.
- Conduct neighborhood sponsored clean-up programs on a regular basis.
- Develop list of problem properties and coordinate with appropriate City departments to get properties cleaned up.
- Welcome new residents with information brochures about City government and services.

## COMMUNITY RESOURCES

One of the primary responsibilities of government is to provide the infrastructure needed to support the economy and the residents' needs. The ability to provide for the many needs of the community is largely dependent on the quality of transportation systems, adequacy of water and sewer service, availability of recreational opportunities, the dependability of public safety as provided by the fire and police department, the quality of government administration and the availability of educational opportunities. The availability and quality of these services is crucial to attracting new development and to maintaining the quality of life for existing residents and business owners. The provision of these community resources should be

consistent, reliable and adequate for the community served. Planning to meet the demands of existing service and infrastructure needs is done by each of the City departments as part of the capital improvements program. This program currently is in its infancy stage and efforts are especially needed to assess current conditions more thoroughly in order to anticipate future needs. The goals and strategies for each of these community resources will be addressed individually.

### **Transportation Systems**

One of the primary objectives of a transportation system is the coordination of land use and multimodal accessibility to be able to move people and goods effectively and efficiently. An effective transportation system involves more than the basic street network. Other modes of transportation, including pedestrian, bicycle and public transit must be addressed in order to provide a high degree of mobility to all segments of the population. Although the provision of mass transit is the responsibility of the Regional Transportation District, there are measures the City could support to improve the convenience of and accessibility to mass transit. The competing needs of local residents and travelers through the community should be resolved in a way that preserves the integrity of the community.

#### **Goals**

*Federal Heights will maintain and improve the transportation system by providing for adequate, safe and efficient routes of transit. The City will encourage a more balanced transportation system that assures access and safe mobility for all residents and minimizes the dependency for auto trips by providing a range of viable transportation alternatives. The City will promote energy efficient transportation to reduce air, water, and noise pollution from vehicles.*

#### **Strategies**

- Ensure appropriate levels and timing of street maintenance by monitoring conditions and planning for capital improvements.
- Improve access to bus stops by ensuring pedestrian accessibility and improve comfort levels at bus shelters.
- Create street conditions favorable to minimize conflicts between cars, bikes, and pedestrians.
- Construct a regional bike path that traverses through the City of Federal Heights and provides connections to adjacent jurisdictions.
- Develop pedestrian links throughout the community by providing sidewalks that are safe and barrier free and accessible to all age groups and to special populations.
- Maintain inter-jurisdictional plans and efforts to assess road conditions adequately and provide improvements.

- Improve safety conditions by requiring the removal of line-of-sight obstacles and constructing acceleration and deceleration lanes with new development where appropriate.
- Develop a program that ensures sidewalk maintenance adjacent to vacant or unoccupied sites.
- Develop street standards for mobile home parks.

## **Water and Sanitary Sewer Service**

Water supply and sewage disposal are critical elements needed to support the needs of existing and future development. Good water quality for the long term needs of the community must be provided, but efforts must also be made to decrease wasteful use of this vital resource. Adequate water pressure and flows must be assured to meet the unexpected fire emergencies. Sewage disposal must be reliable and efforts should be made to prevent harmful wastes from seeping into the system. The water and sewer lines need to be maintained to minimize expensive repairs.

### **Goals**

*The City will provide safe, affordable and reliable water and sanitary sewer service for domestic and commercial uses. Adequate water pressure and flows will be maintained for fire safety purposes. New and existing development will be required to assess the impact on the City's water flows and pressure where deemed necessary to ensure the safety of the entire community for fire emergencies. Education to minimize water waste and pollution shall be encouraged.*

### **Strategies**

- Develop an inventory program to assess condition of all water and sewer systems in the City.
- Establish long term water and sewer line maintenance and replacement needs in capital improvements plan.
- Investigate and evaluate feasibility of future potential water sources and compare them to reliability and potential cost of Westminster water.
- Develop plan to improve water pressure in existing developments that fall below recommended levels.
- Ensure compliance with all state and federal regulations pertaining to water quality.
- Assess conditions of City wells and devise a plan to address any concerns discovered.
- Develop standards for water and sewer infrastructure in mobile home parks.

## Public Safety

Public Safety includes law enforcement, fire protection and building inspections. The citizens of the City must be assured that City officials make every effort to assure a business and resident environment that offers appropriate levels of police protection, emergency care and fast response, and ensures that buildings are constructed correctly and maintained in safe conditions. The police department also provides many services that provide citizens with skills and knowledge to live in a safer, drug-free environment and to diminish the negative effects of victimization.

### Goals

*Federal Heights' citizens will live in a safe and healthy environment free from human-generated and naturally-occurring hazards and threats as much as possible. The Police and Fire Department will serve and safeguard our community by providing a professional, efficient and effective system of services which protect life and property. Building inspections at time of construction, mobile home set-up, yearly fire inspections, and change of business use inspections will contribute to a safe built environment. Natural hazards will be identified and protection measures implemented.*

### Strategies

- Reassess fire department and police department periodically to ensure that equipment and personnel are adequate to meet the needs of the community.
- Maintain new and dependable equipment meeting current recommended standards.
- Provide ongoing training programs to ensure rapid and qualified emergency response.
- Provide fire prevention, crime prevention and educational programs to neighborhood groups.
- Ensure conformance with building and fire codes to reduce potential for fires in all areas.
- Take appropriate measures to improve the Insurance Services Organization fire rating
- Develop a program to replace deteriorated sidewalks and install new sidewalks to minimize pedestrian/traffic conflicts.
- Adopt site design standards that help deter crime.
- Continue D.A.R.E. and G.R.E.A.T. programs for youth.
- Assess the adequacy lighting along streets, walkways, parking lots, trails, entrances to buildings and other developments used at night and develop plan to improve inadequacies.
- Protect the safety of moving vehicles and pedestrians by separating motor vehicles, pedestrians and bicycles whenever possible.

- Delineate hazardous areas which present a danger to life and property from flood, steep slopes, unstable soil, subsidence, or similar conditions and carefully control or prohibit development in such areas.
- Proactively enforce zoning and building code requirements which have an effect on health or safety.
- Inventory the condition of water flows and pressure and emergency vehicle accessibility of all roads and develop a plan to improve inadequate or unsafe conditions.
- Update Emergency Preparedness Plan and develop evacuation procedures for disasters and unusual occurrences.

## **Parkland/Recreational Facilities**

Recreation facilities include parks, playgrounds, open space and leisure opportunities. These facilities are vital to the residents' quality of life and promote the community pride and positive image. Many of these facilities are not city owned, but are readily available to the community at no or low cost. Facilities for all age groups and physical and mental abilities should be available.

### **Goals**

*Adequate recreational facilities shall be provided or made available offering a broad mix of recreational opportunities commensurate with the needs of all residents in the community.*

### **Strategies**

- Conduct a needs analysis for recreation facilities and devise implementation schemes.
- Increase recreational use of existing parks by adding trees, additional play equipment and picnic facilities.
- Develop partnerships with agencies, private sector providers, the school district and businesses to facilitate additional opportunities for recreation.
- Plan a regional bike path to link parks, open spaces and recreation facilities within the City and provide connections to adjacent jurisdictions bike paths.
- Encourage mobile home parks and multi-family apartment complexes to provide sufficient outdoor recreation areas.
- Encourage and promote community events in parks.

## GOVERNMENT ADMINISTRATION

The Comprehensive Plan can only be successfully implemented with actions by both the government and the private sector. The City can influence activities of the private sector through many different mechanisms, including regulations, incentives and budgeting expenditures. These mechanisms must be user friendly and easily understood by the staff and public. The City can operate most effectively with citizen support and participation where appropriate.

### Goals

*The Mayor, City Council, boards and commissions and City employees will treat everyone in the community fairly and politely and will handle contacts with respect, professionalism, consistency and timeliness. The City is committed to achieving a more responsive government by improving administrative functions, increasing citizen participation, improving communications and encouraging community collaboration. The City is also committed to creating a friendly environment of regulation and enforcement.*

### Strategies

- Provide training opportunities for elected and appointed Officials and City employees to improve performance.
- Review government regulations as to appropriateness and fairness and revise accordingly.
- Devise methods to improve the provision of timely, accurate information.
- Expand opportunities for collaboration between adjacent jurisdictions, residents and business owners.
- Encourage and support volunteer efforts in all aspects of governance.
- Provide more effective means of citizen participation which involves a broad cross section of the community through neighborhood notification, community issue forums and Ward meetings.
- Develop tools to teach people in the community about City functions and operations.
- Participate in regional planning functions to protect the City's interest and represent the City's position to the region.
- Maintain a computer system that is adequate to meet the changing needs of City services and to maximize department functions.
- Redefine Wards as warranted by changes in population throughout the City.
- Ensure that qualified employees are retained by providing competitive compensation and benefits.
- Coordinate with private sector to provide maximum efficiency of services.
- Explore other means of generating revenues than now exists in the City.
- Cross train staff where practical, to provide assistance in emergencies.

- Inventory and cross reference city parcels, easements, rights-of-way, agreements, contracts and deeds.
- Establish long term budgeting.
- Develop resource base to provide information on educational assistance and social services.
- Develop community resource and activity information center.
- Conduct opinion surveys of residents and businesses on a regular basis.

## **NATURAL RESOURCES AND ENVIRONMENT**

The cumulative impact of our daily actions has an impact on natural resources and the environment. The health and well-being of the community now and in the future is dependent upon the wise use of scarce resources. The community can take steps on an individual, neighborhood and business level to improve air quality, decrease wasteful use of water, limit pollution in sewers and manage solid waste disposal better.

### **Goals**

*The City will preserve and protect the quality of life by promoting conservation through cooperative efforts with residents and businesses in the community. Landscaping improvements to the natural landscape should be increased to enhance the environment. The City is committed to diminishing the reliance on the automobile for transit within the community.*

### **Strategies**

- Encourage and promote various source separation recycling strategies for residences and businesses.
- Participate in efforts to encourage neighborhood cleanup and recycling drives.
- Promote public awareness concerning the variety of water saving techniques by providing information brochures to businesses and residents on water conservation techniques.
- Incorporate standards that promote water conservation in landscaping standards.
- Develop a program to encourage landscaping improvements in residential neighborhoods and commercial areas.
- Explore ways to increase mass transit ridership and pedestrian/bicycle trips for short commutes.
- Utilize snow and ice removal materials which do not damage vegetation or water quality and avoid over sanding for air quality purposes.



## ANNEXATION

The City of Federal Heights is one of the smallest, in terms of population and area, in the Denver Metro Region. The residential areas are almost built-out and several of the commercial areas are suffering decline. Annexation can be utilized to expand the size of the City, increase the housing stock, add to the commercial base and increase the amount of vacant land for future development. The City currently is surrounded by municipal jurisdictions to the north, east, and west. The area to the south of the City is in unincorporated Adams County and primarily contains established residential neighborhoods and existing commercial uses in some areas along Pecos Street. Vacant or underutilized land is located approximately three miles south of the City along Pecos Street. Financial benefit is not the sole reason for the City to annex land and the City must weigh both the economic and social benefits to be gained by potential annexations.

### Goals

*Accommodate the growth of the City which promotes the most efficient use of resources and enhances the quality of life for the residents of the City. Seek annexation of land to Federal Heights to strengthen the economic, social and physical fabric of the City. Annexations should contribute to a logical city boundary, promote economic development goals, provide for adequate service provision and serve to protect and control the environment of the City perimeter.*

### Strategies

- Develop Three-Mile Plan as required by the Colorado Revised Statutes to define area of potential annexation.
- Conduct a cost-benefit analysis of potential annexation areas.

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# Section IX.

## AREAS OF THE CITY WITH PARTICULAR IMPORTANCE

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### REDEVELOPMENT AREAS

The Federal Heights Redevelopment Agency was established by City Council in October of 1992 in response to a finding blighted conditions within the City that substantially impair the financial, housing, health and safety needs of the residents and businesses of the City. The Redevelopment Areas in the context of the entire City area shown on Exhibit 10. These areas are the existing boundaries and it is not the intent of this plan to establish future boundaries of the Redevelopment Areas. These areas of land are within the within the influence of the F.H.R.A. which is granted the powers authorized in the Colorado Revised Statutes pertaining to urban renewal. In October of 1993, a Redevelopment Plan was adopted by City Council which states goals and objectives for the development of these areas and are restated below. These goals and strategies are supported by the Comprehensive Plan.

#### Goals

- *To improve the transportation system, both into and within the Redevelopment Area, by reducing congestion and enhancing vehicular access and pedestrian circulation through the implementation of effective traffic and street improvements.*
- *To stimulate, encourage and facilitate the development of new office, retail, residential and high technology industrial activities.*
- *To encourage the improvement of existing properties.*
- *To provide for the redevelopment and rehabilitation of the area by private enterprise by facilitating and accelerating land assemblage.*
- *To eliminate the existing conditions of economic and physical blight.*
- *To provide for the most beneficial, profitable and efficient utilization of land within the Redevelopment Area.*
- *To create new employment opportunities within the community.*
- *To establish a new image for the community by offering a diverse mix of business, employment, cultural, residential and retail opportunities.*
- *To expand, increase and improve shopping opportunities and therefore, the City's sales tax base.*
- *To capitalize, develop and enhance the natural and unique beauty of the area and its environs.*
- *To improve the public utilities and amenities.*
- *To improve drainage of stormwater.*

- *To implement the proposals and goals of the Comprehensive Plan as it relates to the Redevelopment Areas.*
- *To keep the citizens happy with their local government.*

### **Strategies**

- Acquire properties and improvements in blighted areas by negotiation or eminent domain.
- Facilitate demolition and removal of buildings and improvements.
- Install, construct, or reconstruct public improvements.
- Utilize voluntary action and the regulatory process for the repair, alteration, and rehabilitation of buildings or other improvements.
- Acquire property or use other enforcement means, where necessary, to eliminate unhealthy, unsanitary or unsafe conditions, lessen densities, eliminate obsolete or other uses detrimental to the public welfare, or otherwise remove or prevent the spread of blight or deterioration or to provide land for needed public and private facilities.
- Enforcement of applicable laws, codes and requirements.
- Participate in the relocation of displaced inhabitants and residents
- Utilize public and private financing of projects by all legal means.
- Comply with all notice and communications with other governmental entities in compliance with the Urban Renewal Law.

The development of vacant land and the redevelopment of deteriorating properties within Redevelopment Areas will have a significant effect on the future direction of the City of Federal Heights. These commercial areas are important to the neighborhoods in the City by providing convenient access to necessary goods and services. These areas are also critical to the financial interests of the City. Reinvigorating the City's financial situation will require the proper utilization of vacant land and the elimination of the blighted conditions identified by the F.H.R.A. in surveys conducted previously. The City is committed to alleviating these blighted areas and considers this a high priority in the future. The next section will detail all of the high priority projects the City needs to undertake.

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# **Section X.**

## **IMMEDIATE PRIORITIES**

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Sections III through VII have outlined existing City conditions to identify development related issues and concerns. Addressing all of these concerns in accordance with the strategies presented in Sections VIII through IX will require the support of citizens and concentrated efforts on the part of the City's elected and appointed officials and City staff. All of the issues and concerns should be addressed in the future; however, there are several projects that should be initiated in the immediate future. These projects are described below.

### **Redevelopment-Area Plan Revisions**

The Redevelopment Plan adopted in 1993 will be updated to reflect current conditions and will take into consideration recommendations of this plan.

### **Redevelopment of Vacated Structures**

The City will explore the development potential of vacant structures and will work with property owners, Real Estate agents and the F.H.R.A. in efforts to support redevelopment. The City will assist and support the F.H.R.A.'s recommendations and actions for redevelopment.

### **Annexation Feasibility Study**

The feasibility of annexing to the south of W. 84th Avenue to the maximum area allowed will be explored. This study will analyze the economic impacts of annexation. If this analysis is positive, the study will proceed to determine community support both within the community and within the area considered for annexation.

### **Infrastructure Assessment**

Recently, the City staff embarked on a Capital Improvements Program. This program had not been formalized in the past nor had it been consistently applied and typically did not extend beyond a few years' timeframe. The City must obtain accurate and detailed data pertaining to existing infrastructure conditions in order to fully anticipate future infrastructure needs in the Capital Improvements Plan. The information obtained in this inventory will also need to be incorporated into a Geographic Information System (G.I.S.).

### **Geographic Information System**

The City has been discussing the need for a G.I.S. this past year. This type of system is crucial for maintaining a database on residential and commercial property, city right-of-way, infrastructure, natural hazards areas, zoning, building permits, etc.

### **Emergency Preparedness Plan Revisions**

The City will reevaluate the emergency preparedness plan and make revisions where necessary. An evacuation plan needs to be developed and mock disasters should be practiced.

### **Water Supply and Quality Analysis**

The City hired Hydro Source, L.L.C. to investigate the potential sources of water supply and the quality of well water available to the City. The City will need to evaluate this analysis and its recommendations and decide upon a course of future action to ensure that adequate, safe, reliable and cost effective water supply will be available in the future years.

### **Development Review Process**

The entire development review process needs to be revamped to promote efficiency for the developer and staff. Applications need to be modified and should be supplemented with handouts and checklists.

### **Zoning Ordinance Amendments**

The Zoning Ordinance requires amendments to reflect recommendations made in this plan. The format of the ordinance should be modified to provide improved clarity and graphics should be incorporated to eliminate confusion in appropriate areas.

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# SECTION XI.

## IMPLEMENTATION TOOLS

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The Plan's narrative goals and strategies provide the fundamental guidance and direction in addressing the future needs of Federal Heights. Implementation tools, which exist outside the body of this document, will be utilized to implement the strategies previously presented. Some of these tools are already in place with several needing revisions. Some tools will need to be developed but before these tools are created, the goals will need to be incorporated into the work programs of various departments and priorities will need to be established. The tools that can be identified at this time, whether they currently exist or not, are described below. Other tools will be developed as needed.

### **Redevelopment Area Plan**

The Redevelopment Plan adopted by City Council in 1993 needs to be updated and revised to reflect current circumstances. This will include reevaluating the goals and strategies listed in the plan and creating a database listing characteristics of land located in Redevelopment Areas. A marketing package and strategy needs to be developed to provide potential developers with information about Redevelopment Areas. This plan should be specific about the types of incentives the City will support for each parcel. The plan should also include information about properties within the enterprise zone and what type of benefits can be achieved by developing in these zones which are also in the Redevelopment Areas.

### **Economic Development Program**

The City should enhance the economic development program by maintaining an accurate G.I.S., preparing marketing brochures for vacant parcels and increasing communication with Realtors, property owners and developers.

### **Intergovernmental Agreements and Cooperation**

Because the City is bounded by several jurisdictions, it is imperative that the City work with these jurisdictions in establishing cooperative ventures to finance improvements mutually beneficial. Intergovernmental Agreements (I.G.A.'s) between the City and the adjacent jurisdictions are an important element to promoting the goals established in this comprehensive plan. Planning issues of particular concern to neighboring jurisdictions include compatible land uses, road improvements and service delivery. The City has several I.G.A.'s in place and will need to monitor these agreements. The I.G.A.'s will be beneficial for annexation actions, for participation with joint service provision or infrastructure improvements and any other cooperative efforts. The City should continue to coordinate development with other regional agencies including the Colorado Department of Transportation (CDOT), the Regional

Transportation District (RTD), the Denver Regional Council of Governments (DRCOG), and the North Metro Chamber of Commerce.

### **Development Review Process**

The creation of a streamlined development review process is required. Components of this review process should include: the establishment of pre-application reviews to identify concerns and submittal requirements early in the process, the establishment of a checklist of requirements for land development, the development of a site plan/landscape review process, the development of an administrative lot line adjustment/land consolidation platting process, and the creation of G.I.S. to provide readily accessible information on all parcels.

### **Capital Improvements Program**

The City's capital improvements program is the major program for funding the adequate provision of infrastructure and facility improvements. The plan, within the framework of a responsible budget of balanced revenues and expenditures, schedules the necessary capital projects to insure maintenance of an adequate range of urban services on a phased and orderly basis over the planning period. With the establishment of priorities for various projects in advance of need, a degree of stability in the government process, in tax rates and other financial conditions can be achieved. The City has begun this process but the plan should project for a five year period and should be updated annually. Complementary to this process will be the creation of G.I.S. The City will need to conduct a comprehensive and thorough capital inventory and assessment for input into the G.I.S.

### **Emergency Preparedness Plan**

The existing plan needs to be amended to assess existing conditions and to provide for adequate responses to emergencies.

### **Zoning Ordinance**

The zoning ordinance will need to be amended to take into consideration the strategies presented in this plan. This will require a major overhaul of the entire ordinance.

### **Subdivision Ordinance**

An evaluation of the subdivision ordinance is necessary to determine what elements of the existing ordinance are effective and which may need revisions. The ordinance should also provide for the administrative approval of minor plat amendments such as lot line adjustments or land consolidation of platted lots to expedite development review time. The City will also consider requiring platting of leased parcels.

## **Code Enforcement**

It is important that the enforcement of the City's codes be undertaken proactively by acting on violations without waiting for complaints. The City only has two code enforcement officers who also have many other duties. Other ways of dealing with violations should be explored to maximize the efficiency of code enforcement and to minimize the negative aspects of this government function.

## **Streetscape Plans**

A streetscape plan should be developed to encourage the improvement of existing properties and to promote aesthetically pleasing streetscapes on developing properties. This plan would include amenities such as landscaping, pedestrian access, bus shelters or attractive benches with trash containers, attractive signage, lighting fixtures and flower planters.

## **Urban Design Guidelines**

Urban design guidelines should be developed to promote a visually attractive environment, particularly for projects with high public visibility. These guidelines should be incorporated with the site plan review process which will be added to the zoning ordinance.

## **Traffic Calming Program**

A traffic calming program should be developed to set forth traffic calming policies, objectives and procedures. This program should identify all the potential methods available to make the street a safer environment and should encourage neighborhood participation.

## **Geographic Information System**

The City needs to obtain hardware and software for this system. Data will need to be gathered and inputted with updates as changes occur. This system will serve the needs of many departments as well as the public.

## **Three-Mile Plan**

This plan will address those areas outside the City in unincorporated Adams County which have the potential for annexation. This plan will be incorporated with the annexation study identified as a priority in Section X.



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## **SECTION XII. AMENDMENTS**

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The Federal Heights Comprehensive Plan is a policy document that will be used to guide the various land-use decisions affecting both the private and public sectors of the City. This plan provides the broad policy framework for the continued improvement of Federal Heights. The plan is a guide for strengthening all of our neighborhoods, enhancing our commercial areas, improving the City's appearance, improving our mobility, ensuring high quality community resources, sustaining our environment and strengthening our amenities. The success of this Plan depends on the will of public officials and City staff, the development community and the general citizenry to apply the strategies contained herein.

The Plan was prepared and adopted when certain information was available, certain economic forces were assumed and certain public attitudes were prevalent. For the Plan to function as an effective decision-making guide, it must respond to changes in public attitudes, development technologies, economic conditions and legislative policies. Consequently, the Plan should be updated to reflect a changing community. Reevaluation of the Plan should occur frequently and revision of elements or portions thereof should occur as new information becomes available. These minor changes may occur administratively while significant changes and major updates will require adoption by City Council.