



Colorado Springs City Council 2019 Strategic Initiatives

As stewards of the public trust, we serve the people of Colorado Springs with core services effectively, efficiently, and courteously with the wise use and management of our resources.

To provide for the future of the City, City Council maintains a strategic plan which prioritizes goals for the City Council and establishes measurable outcomes. The plan process considers public input and is provided to the Mayor for consideration in the development of the 2019 municipal administrative budget. (Colorado Springs' City Charter Article III, 3-10.(c)).

City Council's initiatives, including measurements of success, align with the City's Strategic Plan goals as noted in this document. The measures of success for all City Administration initiatives are detailed in the City's annual budget book.

Strategic Goal #1: Promoting Job Creation

Create an environment that promotes job creation and stimulates strong, diverse, and sustainable economic development and opportunity for all of our citizens

Objective 1A: Nurture local businesses and promote alignment of educational institutions, the local workforce and job opportunities and leverage our brand as Olympic City USA.

City Council Initiative	Measurement of Success
1CC-01: Support regional workforce development goals that enhance the City's appeal to high-technology and manufacturing businesses.	<ul style="list-style-type: none"> Support efforts & policies that support regional workforce development goals, <u>including recognizing the needs of all workers regardless of race, age, or socioeconomic status.</u>
1CC-02: Proactively engage with federal military leadership, with the goal of preserving and expanding, as appropriate, the military presence in the Pikes Peak region.	<ul style="list-style-type: none"> Enhance partnerships at local and federal level in support of military installations.
1CC-03: Identify and implement specific changes within Council's purview that attract and retain jobs, leveraging the City's strengths, including Colorado Springs Utilities' role as an economic engine for the region.	<ul style="list-style-type: none"> Increased awareness of COS General/Corporate Aviation opportunities through social media metrics & <u>a COS GA/Corporate Aviation landing page on COS' website ongoing review and development of the flycos.com website.</u> <u>Partner with the Chamber/EDC to identify specific policies at the Council level that impact job creation</u> <u>Work collaboratively with the Urban Renewal Authority</u>



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	<p><u>to modify Urban Renewal contracts to support goals of the City, such as affordable housing</u></p> <ul style="list-style-type: none"> • <u>Implement City Code changes that remove barriers to support the addition and maintenance of affordable housing in the City, with the goal of 150 permanent supportive housing units and 2,500 new workforce/affordable housing (< 80% of AMI) units in 2019.</u>
<p>1CC-04: Identify tourism promotion and funding strategies that support regional efforts to expand tourism in the Pikes Peak Region.</p>	<ul style="list-style-type: none"> • Investigate policy modifications that maximize tax revenues available for tourism promotion and other business initiatives in the tourism arena, <u>including exploring a possible ballot item to increase funding for the City's LART fund.</u>
<p>1CC-05: Encourage infill and develop job creation policies with a priority on West Colorado Avenue, Economic Opportunity Zones and Downtown.</p>	<ul style="list-style-type: none"> • <u>Approve a North Nevada EOZ Master Plan, Zoning Overlay and fFocus economic development & URA efforts in the Southeast on the South Academy EOZ and Southeast Colorado Springs</u>

Objective 1B: Improve the walkability and livability and age-friendliness of neighborhoods through improvements to infrastructure and streetscapes, safety, addressing blight and promoting infill, encouraging public art, and focusing on Economic Development Zones.

City Council Initiative	Measurement of Success
<p><u>New: Solicit and assess recommendations relating to neighborhood livability from relevant boards & commissions.</u></p>	<ul style="list-style-type: none"> • <u>Receive feedback from Council boards & commissions relating to implementing related aspects of the City's new comprehensive plan in references areas.</u>

Objective 1C: Make it easy to do business with the City.

City Council Initiative	Measurement of Success
<p>1CC-06: Identify and revise business-related City Code sections to improve customer focus, expedite processes, and eliminate barriers, in conjunction with City staff</p>	<ul style="list-style-type: none"> • <u>Continue the Ccomprehensive review of the Municipal Code, appropriate additions and revisions prescribed and implemented, with Councilmembers as active participants in the code review process.</u> • <u>Continue review of Regional Building Department IGA and internal processes to increase efficiencies and</u>



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	<p><u>better represent planning and development in Colorado Springs.</u></p>
<p>1CC-07: Implement results of the infill steering committee's work and provide citizen input to City Council concerning the plan.</p>	<ul style="list-style-type: none"> • <u>Explore, with staff, policies relating to encouraging infill, such as accessory dwelling units and adjustments to the City's Park Land Dedication Ordinance (PLDO).</u> • <u>Implement a robust infill communication plan</u> • <u>Adopt code changes relating to infill</u>
<p>1CC-08: Work with Council Boards & Commissions to identify specific City Code or policy changes that improve important elements of citizens' quality of life.</p>	<ul style="list-style-type: none"> • <u>Continue to S</u>solicit specific input from selected Boards & Commissions for recommendations

Strategic Goal #2: Investing in Infrastructure

Maintain and preserve the City's vital infrastructure and assets

<p>Objective 2A: Lead communication, implementation and funding plans for infrastructure and transportation needs.</p>	
City Council Initiative	Measurement of Success
<p>2CC-01: Facilitate intergovernmental cooperation to support, as appropriate, efforts relating to <u>issues such as</u> stormwater, emergency response, <u>parks, facilities,</u> transportation, and aging.</p>	<ul style="list-style-type: none"> • <u>Creating of a long-term, realistic funding and action plan to address infrastructure needs</u> Supporting and participating in intergovernmental plans relating to capital and infrastructure needs parks, facilities, fleet, and other local government priorities.
<p>2CC-02: Continue to collaborate with stakeholders to implement realistic and effective regional stormwater solutions, and other high-priority capital improvements and maintenance programs.</p>	<ul style="list-style-type: none"> • <u>Creating</u> Continuing work to develop <u>of</u> a long-term, <u>realistic-sustainable</u> funding and action plan to address infrastructure needs.



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City Council Initiative	Measurement of Success
2CC-03: Examine adjusting local TABOR to reflect the community's ongoing resource needs with respect to City Council's responsibilities to fund those needs.	<ul style="list-style-type: none"> Continue to explore alternatives relating to stabilizing sustainable long-term revenue streams to fund high-priority needs.

Objective 2B: Analyze special funds and restructure revenue to address infrastructure needs.	
City Council Initiative	Measurement of Success
No City Council initiatives relating to this objective.	

Objective 2C: Improve access to and connectivity of multi-modal transportation.	
City Council Initiative	Measurement of Success
No City Council initiatives relating to this objective.	

Strategic Goal #3: Building Community and Collaborative Relationships
Celebrate and connect community through ongoing dialogue with our citizens and local, regional, and state leaders to reach mutual goals, and by encouraging private sector and non-profit initiatives that improve the well-being of everyone.

Objective 3A: Strengthen neighborhoods through addressing homelessness, housing accessibility, improving voluntary code compliance and public safety-neighborhood relationships.	
City Council Initiative	Measurement of Success
3CC-01: Participate in regional Continuum of Care to support elimination of homelessness and vagrancy and their effect on citizens' quality of life.	<ul style="list-style-type: none"> Adopt a community plan for addressing homelessness with community organizations. <u>Leverage existing federal block grants, while keeping track of developments at the federal level, to fund locally-identified needs relating to homelessness prevention, both short-term and long-term.</u> <u>Explore and assess the need for an update to the community's homelessness plan.is allocated to priorities of the homelessness plan</u>



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City Council Initiative	Measurement of Success
3CC-03: Partner with local non-profit organizations to promote effective neighborhood outreach and leadership development.	<ul style="list-style-type: none"> <u>Continue to and expand Increased</u> City participation in neighborhood events (some organized through CONO) throughout the city.

Objective 3B: Expand and encourage citizen engagement	
City Council Initiative	Measurement of Success
3CC-04: Evaluate existing City Council Boards, Commissions and Task Forces to ensure effectiveness and citizen participation; revise and restructure to ensure robust citizen input, leverage new technology tools.	<ul style="list-style-type: none"> Work with other City departments to develop semi-annual educational events for boards and commissions members to educate members on all City departments and functions
3CC-05: Continue to clarify and effectively execute the legislative role of City Council and refine Council processes to facilitate transparency, proactivity, and citizen engagement,	<ul style="list-style-type: none"> <u>Continue to sSupport addition of new and existing</u> community engagement programs, <u>working in partnership with local nonprofits and citizen groups</u>, targeted on underserved areas of the City.

Objective 3C: Collaborate with other governmental agencies and military installations	
City Council Initiative	Measurement of Success
3CC-02: Continue to lead the development of an effective legislative agenda and lobbying program, working in concert with Colorado Springs Utilities, the Colorado Municipal League, the executive branch, and municipal associations.	<ul style="list-style-type: none"> Engage with elected leaders to affect policy decisions at the State and Federal level that affect our City, in cooperation with the <u>RBA-Colorado Springs Chamber & EDC</u> and other organizations. <u>Explore new approaches and opportunities for engagement, making it clear to the delegation what the most important issues are for them to address.</u>



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City Council Initiative	Measurement of Success
<u>New: Participate in national and regional partnerships focusing on local government leadership.</u>	<ul style="list-style-type: none"> <u>Identify appropriate national and regional opportunities (i.e. National League of Cities or other national, regional, state organizations) and Councilmembers to take on assigned roles.</u>

Strategic Goal #4: Excelling in City Services
Ensure a fiscally sustainable and resilient City that delivers consistent quality services and continuously seeks to improve service delivery

Objective 4A: Support continuous improvement	
City Council Initiative	Measurement of Success
4CC-01: Review and direct municipal government audit function and deliverables to measure trends, efficiencies, effectiveness, and improvement opportunities.	<ul style="list-style-type: none"> <u>Ensure Aaudit recommendations are addressed as recommended.</u>
4CC-02: Work cooperatively with executive branch to examine the City's budget and strategic plan development processes, identify policy changes and opportunities for effective and early engagement.	<ul style="list-style-type: none"> Encourage evaluation of City processes and services across all departments to ensure that the City is continually improving and maximizing efficiency and effectiveness

Objective 4B: Leverage technology to improve service delivery.	
City Council Initiative	Measurement of Success
No City Council initiatives relating to this objective.	