

RESOLUTION NO. 75-15

**A RESOLUTION APPROVING THE CITY COUNCIL'S 2016 STRATEGIC PLAN PURSUANT TO CITY CHARTER §3-10(C) TO PROVIDE FOR THE FUTURE OF THE CITY AND FOR THE MAYOR'S CONSIDERATION IN THE DEVELOPMENT OF THE 2016 MUNICIPAL ADMINISTRATIVE BUDGET**

WHEREAS, City Council is required by City Charter §3-10(c) to maintain a strategic plan to provide for the future of the City and for the Mayor's consideration in the development of the 2016 municipal administrative budget; and

WHEREAS, under the Council-Mayor form of government, Council's role as a legislative body is to establish the major strategic priorities of municipal government in order to provide direction to the executive branch in their development of a municipal budget and the programs and activities that support the strategic focus areas; and

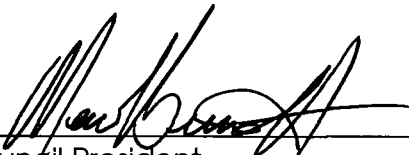
WHEREAS, City Council appreciates the Mayor's input and collaboration in the development of the annual budget, and looks forward to continuing to refine its strategic plan over the coming years to more completely and effectively address the needs of the community we serve.

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

Section 1. Pursuant to City Charter §3-10(c), City Council hereby adopts the Colorado Springs City Council 2016 Strategic Plan, attached as Exhibit A and made a part of this Resolution, as the strategic plan for the future of the City, which prioritizes goals for the City Council, and establishes measurable outcomes.

Section 2. The City Clerk is instructed to deliver a certified copy of this Resolution and the attached Exhibit A to the Mayor within forty-eight (48) hours of its passage for his consideration in the development of the municipal administrative budget.

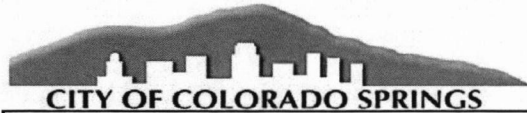
DATED at Colorado Springs, Colorado, this 28<sup>th</sup> day of July, 2015.

  
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Council President

ATTEST:

  
Sarah B. Johnson, City Clerk





# Colorado Springs City Council 2016 Strategic Plan

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 2016 municipal administrative budget. (Colorado Springs' City Charter Article III, 3-10.(c))

**Mission:** 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.

Focus Areas	Objectives	Initiatives	Measurable Outcomes
Economic Strength	Improve Colorado Springs' Business-Friendly Climate	Identify and revise business-related City Code sections to improve customer focus, expedite processes, and eliminate barriers.	Collaborate with executive branch and business community to identify and revise code sections.
	Facilitate Regional Economic Strength	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.	Continue partnership and collaboration with the Regional Business Alliance.
			Work with Airport and Economic Development to identify and leverage business opportunities at the Colorado Springs Airport.
		Identify tourism promotion and funding strategies that support regional efforts to expand tourism in the Pikes Peak Region.	Investigate policy modifications that maximize tax revenues available for tourism promotion and other business initiatives in the tourism arena.
			Form a Council subcommittee to investigate the feasibility of a Local Marketing District to fund tourism promotion in the region.
		Support regional workforce development goals that enhance the City's appeal to high-technology and manufacturing businesses.	Solicit feedback from and identify partnership opportunities with the Pikes Peak Workforce Center and regional educational institutions.
	Proactively engage in the federal BRAC (Base Realignment and Closure) process, with the goal of defending and expanding the military presence in the Pikes Peak region.	Participate actively in citizen groups engaged in BRAC process.	
	Encourage Responsible and Innovative Land Use	Implement results of the comprehensive plan infill steering committee's work and provide citizen input to City Council concerning the plan.	Infill elements incorporated into the comprehensive plan & utilized in land use decisions.
		Focus on and engage with citizens on the Banning-Lewis property and master plan.	Neighborhood town halls on issues of specific concern to Banning-Lewis residents and other citizens relating to use of the property.
		Encourage infill and develop job creation policies with a priority on West Colorado Avenue, Economic Opportunity Zones and Downtown.	Demonstrated job growth and increased economic activity in targeted areas.

Focus Areas	Objectives	Initiatives	Measurable Outcomes
<b>Responsible Government</b>	Engage in Regional Partnerships that Improve Results and Leverage Collaboration	Facilitate intergovernmental cooperation to support, as appropriate, efforts relating to stormwater, emergency response, transportation, and aging.	Meet regularly with other local governments regarding resolution of mutual stormwater concerns.
		Participate in regional Continuum of Care to support elimination of homelessness and vagrancy and their effect on citizens' quality of life.	Review allocation of federal block grant funding to support affordable housing.
		Continue to collaborate with stakeholders including El Paso County, PPRTA, PPACG, Colorado Springs Utilities, and the military to implement realistic and effective regional stormwater solutions, and other high-priority capital improvements and maintenance programs.	Work with executive branch to construct and fund a comprehensive multiyear plan to fund critical infrastructure deficits, including roads, bridges and stormwater infrastructure.
	Exercise Sound Financial Stewardship	Review and direct municipal government audit function and deliverables to measure trends, efficiencies, effectiveness, and improvement opportunities.	Continue to refine work plan for Audit Committee for 2016 and report to Council.
		Engage with executive branch to examine the City's budget and strategic plan development processes, identify policy changes and opportunities for effective and early engagement.	Identify City Code and/or Charter changes needed to allow for Council-initiated budget changes.
	Deliver Effective & Efficient Government by Collaborating and Communicating among City Departments	Continue to clarify and effectively execute the legislative role of City Council and refine Council processes to facilitate transparency, proactivity, and citizen engagement.	Coordinate Council's communication function with the executive branch to ensure consistent and effective messaging to citizens, employees, and the media.
		Examine adjusting local TABOR to reflect the community's ongoing resource needs with respect to City Council's responsibilities to fund those needs.	Convene a working committee of TABOR experts and stakeholders to advise City Council on its long- and short-term effects on City budgets and possible options to remediate, with a report to City Council by June 2016.
	Facilitate engagement with local, state and federal lawmakers to ensure the City's interests are represented.	Lead the development of an effective legislative agenda and lobbying program, working in concert with Colorado Springs Utilities, the executive branch, and municipal associations.	Adopt a legislative agenda document developed with input from all branches of City government, including Colorado Springs Utilities.

Focus Areas	Objectives	Initiatives	Measurable Outcomes
<b>Quality Community</b>	Increase Citizen Outreach & Engagement in Local Government	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.	Implement new technology solutions to modernize and streamline the recruitment, selection, and appointment of Boards & Commissions volunteers.
		Partner with local non-profit organizations to promote effective neighborhood outreach and leadership development.	Solicit citizen input on the quality and effectiveness of the City's Code Enforcement function.
			Identify budgetary and regulatory changes to increase the effectiveness of the City's Code Enforcement function.
	Develop and implement policy changes to promote a safe, secure and healthy community.	Work with Council Boards & Commissions to identify specific City Code or policy changes that improve important elements of citizens' quality of life.	Solicit specific input from selected Boards & Commissions for recommendations.