

# 2017-2020 Strategic Plan

## CITY COUNCIL VISION FOR CAÑON CITY

Cañon City will be a vibrant, attractive and safe community that values quality of life, adventure, and prosperity.

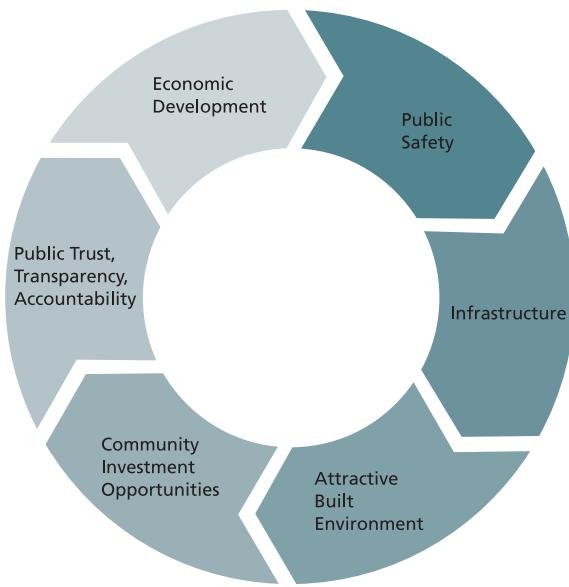




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Across rural Colorado, communities in the same area, with similar populations and with comparable assets are in much different places, a disparity the recent recession only widened. To understand why, the Colorado Office of Economic Development and the University of Colorado, studied why some places such as Durango and Salida are thriving while others continue to struggle. Investments in education and health care matter and the more diversified a rural economy is contributes to faster growth. However, the study found that intangibles – such as a community's vision of its future and strong leadership to get it there – are what matters most in the end.

To that end, at its November 15, 2016 Strategic Planning retreat, the City Council identified its vision for Cañon City as a vibrant, attractive and safe community that values quality of life, adventure and prosperity. To achieve this community vision, the City must develop a "road map" or strategic plan that provides the direction to its desired destination.



The proposed 2017-2020 Strategic Plan strives to provide the strategic priorities and key intended outcomes the City organization will focus on over the next three years to guide the community towards its vision. The foundation of the proposed strategic plan is built upon the following strategic priorities:

- Economic Development
- Public Safety
- Infrastructure
- Attractive Built Environment
- Community Investment Opportunities
- Public Trust, Transparency and Accountability

These Strategic Priorities are the collaborative result of a Citizen Survey and City Council assessment of the strengths, weaknesses, opportunities, and threats of the community and organization. The Strategic Plan offers direction and focus on issues that are critically important to improving Cañon City. The Plan sets priorities, establishes strategies, identifies key intended outcomes and performance measures to monitor and measure Plan progress. The Strategic Plan will require the City Council and staff to consider the Plan when developing policies, delivering city services, preparing the City's budget, developing department business plans, and assessing the performance of the City Administrator and staff.

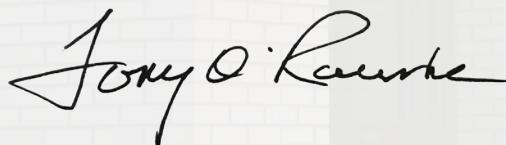
The following critical steps describe how we will move from words to action and ensure alignment of the City's' Strategic Plan, department and staff work plans, policies, and budget.

- Each City department will create an annual Business Plan with specific action-oriented goals, work activities, and performance measures to align with and make progress on the Strategic Priorities.
- City Council policy initiatives and discussions will focus on the Strategic Priorities.
- Senior management and employee performance evaluations will be linked with the Strategic Priorities.
- Strategic Priorities performance measures will be monitored and reported on to hold ourselves accountable for making measurable progress in achieving the strategic commitments.
- Periodic reviews of the Strategic Plan will be conducted by City Council to ensure that it continues to focus City government resources on the issues most important to the City Council and community.

Upon adoption by the City Council on March 6, 2017 the Strategic Plan will be communicated to the community and city staff. Quarterly progress reports will be provided to the City Council and an annual progress report will be provided to the public.

I would like to thank the community, City Council, and staff for having the foresight and dedication required to develop a shared purpose and strategic plan to achieve significant and sustainable success for the City of Cañon City.

Sincerely,

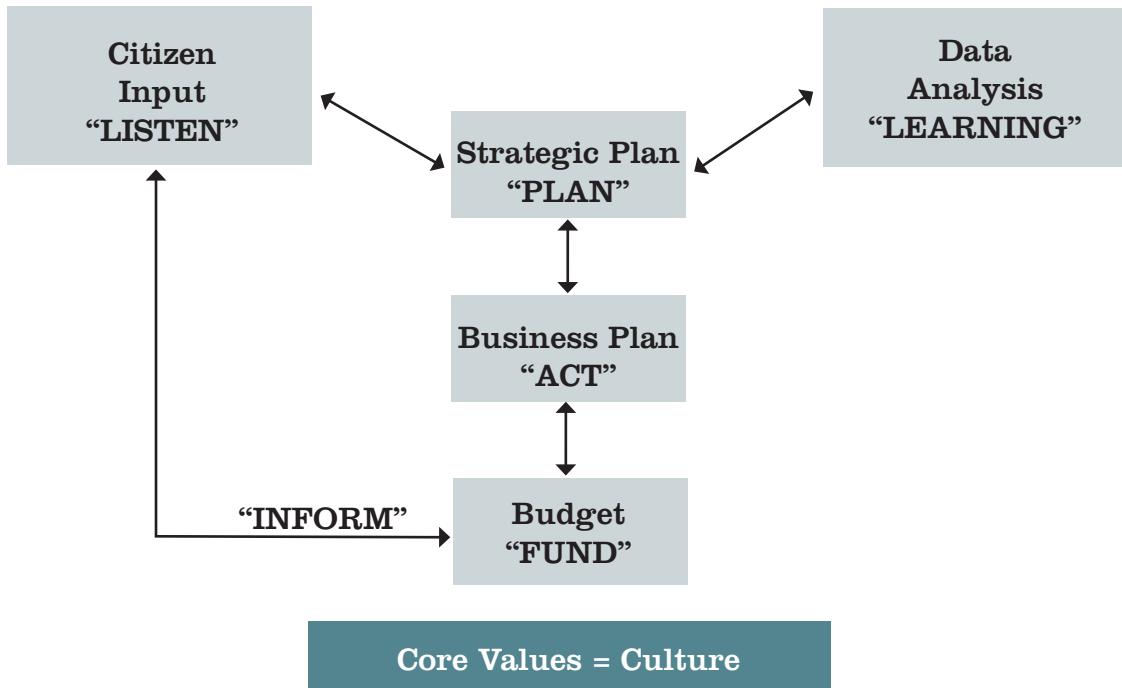


Tony O'Rourke



# Strategic Planning Process

## Business Model



### COMMUNITY INPUT – “Listening” to the Customer

The City mailed a customized National Citizen Survey to 1,500 Cañon City residents in July 2016. The survey provided information to allow the City Council to establish priorities in direct response to the needs of the citizenry. Survey results are highlighted throughout this document and a summary is attached.

### DATA ANALYSIS – “Learning” What the Facts Are

Information from the 2016 Citizen Survey, Downtown Cañon City Strategic Plan, Eastern Fremont County Trails, Open Spaces and River Corridor, US 50 Corridor Plan, Cañon City Initiative Plan, and the City Comprehensive Plan, was utilized to provide background for the development of the Strategic Priorities and will be utilized to plan and execute initiatives to drive the Strategic Priorities.

### DEVELOPING STRATEGIC PRIORITIES

On November 15, 2016, the City Council met and evaluated the information gathered and recognized and validated the need to move away from “government as usual” and toward a local government that is customer focused, and results oriented. To this end, the City Council established six Strategic Priorities, which are designed to build on the community’s past and strengths and move the City towards its vision of a vibrant, attractive and safe community that values quality of life, adventure, and prosperity.

Understanding the needs of the City’s customers is the foundation upon which this Strategic Plan has been developed. The City undertook a variety of processes to assess community needs, interest, and expectations.

The City surveyed the local community, gathered baseline data from which to develop meaningful performance standards, conducted workshops with the City Council to assess strengths, weaknesses, opportunities, and threats, and conducted a comprehensive strategic planning development retreat with the City Council.



# Economic Development

In 2016, only 24% of the respondents to the Cañon City Citizen Survey rated the overall economic health of Cañon City as positive. Furthermore, only 23% rated the downtown vibrant, only 16% rated shopping opportunities as positive and just 11% rated employment opportunities as positive.

Through collaboration and partnerships with other public, private, and non-profit entities, the City will aggressively support economic development and downtown revitalization efforts that will create quality, living wage jobs to ensure a diverse economic base, a resilient and growing City tax base, and long-term economic vitality for the City businesses. To move the City economy forward, the City will commit to the following initiatives to foster a dynamic and diverse economy for Cañon City.

1. Create policies and programs to retain, expand, incubate and attract businesses to expand and then strengthen the local economy.
2. Continue the physical revitalization of the City to promote a strong first impression and community attractiveness to businesses and visitors.
3. Build on the community's history, heritage, natural resources, and livability to promote Cañon City as a tourist and business destination.
4. Collaborate with downtown businesses to foster the growth of the downtown as a destination through development of either a Downtown Development Authority or private non-profit Downtown Association, accessible parking, marketing, additional special events, better retail mix, an attractive physical environment, pedestrian-oriented design standards, and encourage investment and success by implementing the Downtown Strategic Plan.
5. Partner with the Royal Gorge Park and Bridge Company to build upon the amenities of the park by adding additional recreational and upscale camping opportunities.



# Economic Development

6. Ensure a transparent, predictable, fair and balanced regulatory environment for business retention and growth.
7. Provide professional development and education opportunities to city businesses as in customer service, social-media, and business marketing.
8. Increase City involvement and partnerships with the Chamber of Commerce, Fremont Economic Development Corporation, Fremont County Tourism Council, Upper Arkansas Council of Governments, Pueblo Community College, Colorado Department of Transportation and other local, state, and federal partners to stimulate economic development.
9. Encourage the development of reliable and cost-effective ultra high-speed internet services throughout the business community.
10. Capitalize on the Arkansas River location by developing the river corridor as a vibrant, attractive, and active location for recreation, restaurants, residences and specialized retail opportunities.
11. Partner with the proposed Sun Cañon Development at Four Mile Ranch to facilitate the development of a 55+ active community with recreational amenities and a significant long term economic benefit to Cañon City.



## PERFORMANCE MEASURES

	Current Actual	2020 Goal
Increase the citizen survey rating of those who rate the City's economic health as excellent/good	24%	35%
Increase the citizen survey rating of employment opportunities as excellent/good	12%	20%
Lower the citizen survey respondents identifying as unemployed	8%	5%
Increase number of business sales tax licenses	400	500
Increase annual sales tax growth	3%	4.5%
Increase the citizen survey rating of vibrant downtown as excellent/good	23%	35%
Increase downtown sales tax revenue	\$225,000	\$281,000
Increase the quality rating of the city economic development	17%	30%
Lower Fremont County unemployment rate	4.4%	3.8%

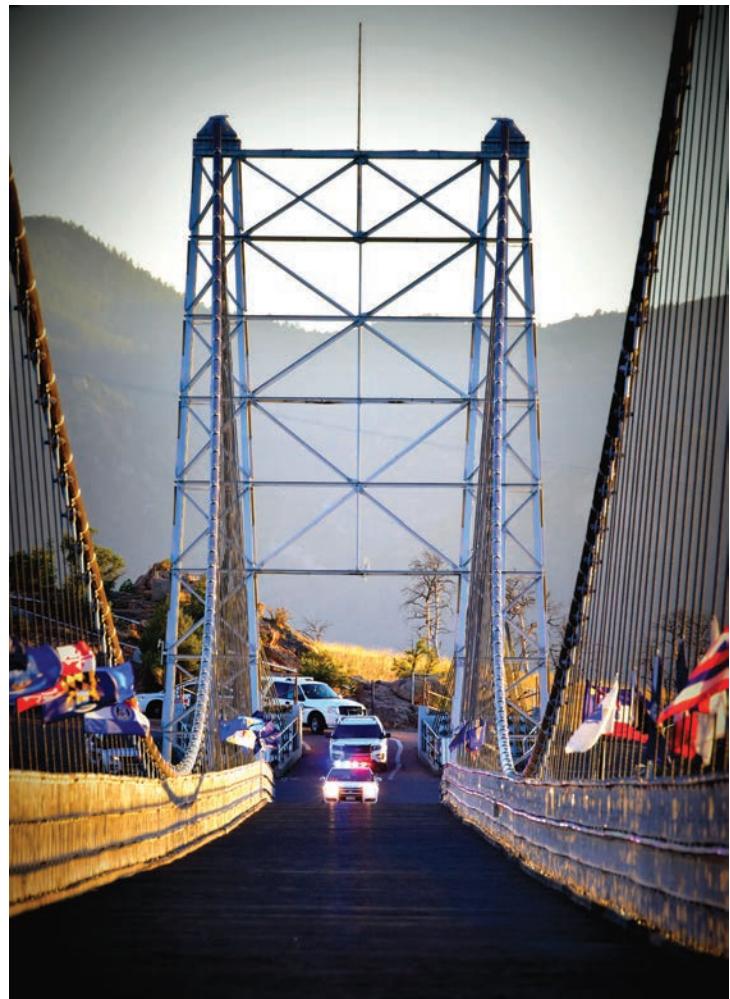


# Public Safety

The City is committed to providing a safe and secure environment for its residents, businesses, and visitors. Based on the Citizen Survey, 92% of the community feels safe in their neighborhood and their overall feeling of safety in Canon City is 76%. To ensure a continued sense of community safety and security, the City needs to increase its community-based policing practices and partnerships in crime prevention, intervention, and suppression. To that end, the City is committed to the following initiatives:

## STRATEGIES

1. Promote and increase community involvement and partnerships in crime prevention through:
  - Neighborhood Block Watch
  - Crime Stoppers
  - Neighborhood Associations
  - Schools
  - Businesses
  - Sheriff's Department
  - Service Clubs
  - Parental Association
  - Mental Health Providers
  - Substance Abuse Prevention
2. Ensure appropriate public safety service levels as the community population grows.
3. Provide facilities, equipment and training to support a high caliber police force.
4. Optimize the use of technology to increase police officer safety, efficiency, productivity, and customer service.
5. Use data to focus police resources in preventing and reducing crime.
6. Expand Police Explorer, Reserve Officer, and High School Graduate Cadet programs.
7. Enhance downtown safety by operating visible and routine police bike and foot patrol.
8. Reduce illicit narcotic use through proactive enforcement, partnerships, and prevention education program.
9. Develop and implement emergency preparedness, response and recovery plans.
10. Strengthen cooperation and partnership with Fremont County Sheriff's Office.
11. Partner with Fire District to respond to cardiovascular and opiate related emergencies.



12. Protect life and property with optimal Fire District Fire prevention, inspection and suppression services.
13. Adopt and enforce building and life safety standards consistent with a safe and secure community.
14. Encourage implementation of environmental design standards to enhance public safety.
15. Ensure the safety and security of community schools thru proactive partnership with Communities that Care to deter youth drinking, smoking, drugs, violence, and criminal behavior.
16. Evaluate and address sexual assault underreporting.
17. Implement case management practices to improve case resolutions and prosecutions.



## PERFORMANCE MEASURES

	Current Actual	2020 Goal
Citizen rating of safety in their neighborhood (very safe/somewhat safe)	92%	95%
Citizen rating of safety in downtown (very safe/somewhat safe)	85%	90%
Crime prevention citizen rating (excellent/good)	54%	70%
Police department citizen rating (excellent/good)	76%	80%
Reduce UCR Part 1 violent crime rate per 1000 population	31/1000	25/1000
Reduce UCR Part 1 property crime rate per 1000 population	13/1000	10/1000
Household member who was a victim of a crime in Cañon City	14%	10%



# Infrastructure

An efficient, functional, and well maintained city infrastructure is vital to the vitality, health and prosperity of the City's residential and business community. The Citizen Survey respondents rated investment in the City's roads, storm water facilities, parks, recreation facilities and downtown as very important. The Cañon City public approved Referendum 2A, a 1% increase in the sales tax, to reconstruct the 67% of City streets that are in poor or failed condition. The City needs to address its infrastructure needs as a strategic priority to ensure a safe, functional and attractive built environment and economic base. To that end, the City is committed to the following initiatives:

1. Plan, design, and construct new functional roads, stormwater, water, city facilities and trail infrastructure.
2. Reconstruct poor and failed streets with 2A funds on time and within budget.
3. Implement the US-50 Corridor Plan.
4. Perform regular proactive maintenance of existing infrastructure systems.
5. Identify City, state, and federal resources for infrastructure investments.
6. Partner with the Colorado Department of Transportation on effective and attractive US-50 Pedestrian Safety Crossing improvements.
7. Schedule regular water and stormwater utility rate reviews to ensure adequate capital funds for utility infrastructure.
8. Adequately budget infrastructure maintenance improvements and replacements.
9. Develop a long-range capital improvement plan in conjunction with an updated Comprehensive Plan.
10. Consolidate Stormwater Plans in a Master Plan for the Hazardous Mitigation Plan.
11. Ensure routine and timely replacement and upgrade of the City's Fleet.



**91% of residents surveyed said it is important for the City to invest in Road Improvements**

## PERFORMANCE MEASURES

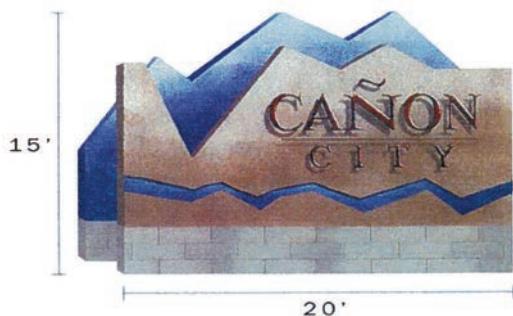
	Current Actual	2020 Goal
Expend entire street maintenance budget annually	NO	YES
Improve the citizen survey rating of city street repairs as excellent/good	7%	50%
Improve the citizen survey rating of stormwater drainage as excellent/good	29%	40%
Increase the citizen survey rating of availability of paths and walking trails as excellent/good	66%	75%
Create multiple social media network links to inform the public about City infrastructure activities		YES
Build 9 center lane miles of 2A funded reconstructed roads on time and on budget by 2020		YES
Construct pedestrian safety improvements on US Hwy 50 by 2020		YES



# Attractive Built Environment

The City's overall appearance and built environment are critical components of the public's perception of the community's quality and vitality. The current physical environment does not meet the public expectation given only 46% of citizen survey respondents believe the overall built environment was positive and only 23% believe new development is positive.

1. Enhance the appearance of the City through:
  - Community-based clean-up programs
  - Volunteer code enforcement rangers
  - New signage standards and sign code enforcement
  - Addressing nuisance and code violation properties
  - Business facade and streetscape improvements
2. Capitalize on the natural beauty of the Arkansas River front and created mixed-use development opportunities to rediscover this great natural resource.
3. Create a strong first impression by creating attractive and timeless welcome monument gateways to the City with a timeless and unifying theme.
4. Implement aesthetic wayfinding, landscape, and signage improvements on US 50, while also reducing visual clutter in this key corridor.
5. Create Neighborhood Service Teams consisting of City operational departments and neighborhood associations to enhance neighborhood appearance and community pride.
6. Update and enforce signage and code standards related to the aesthetics, integrity, and safety of the City.
7. Update the 2001 Comprehensive Plan and related zoning code and building standards to facilitate the repurposing of older and historical buildings to viable businesses and residences.
8. Implement monument gateway and wayfinding signage at the Royal Gorge Park to achieve a high quality resort image.
9. Partner with the Sun Canon/Four Mile developers to create a high quality active retirement and recreational community.
10. Establish a pro-active program to address abandoned and vacant homes.
11. Revamp the Nuisance Ordinance so that it becomes a more effective tool for keeping our neighborhoods safe and attractive.
12. Establish a Historic District downtown that can assist property owners financially and practically in the refurbishing and using older buildings.
13. Facilitate design standards (landscaping, lighting, and architectural) that apply to new and changing development along the Hwy 50 corridor.



**46% of residents surveyed said the overall built environment is positive.**

## PERFORMANCE MEASURES

	Current Actual	2020 Goal
Improve citizen rating of overall built environment as excellent/good	46%	60%
Improve citizen rating of the City's overall appearance as excellent/good	53%	63%
Improve resident rating of the City's cleanliness as excellent/good	61%	70%
Improve citizen rating of City's code enforcement as excellent/good	17%	50%
Lower resident rating of observed a code violation or other hazards in Cañon City	74%	25%



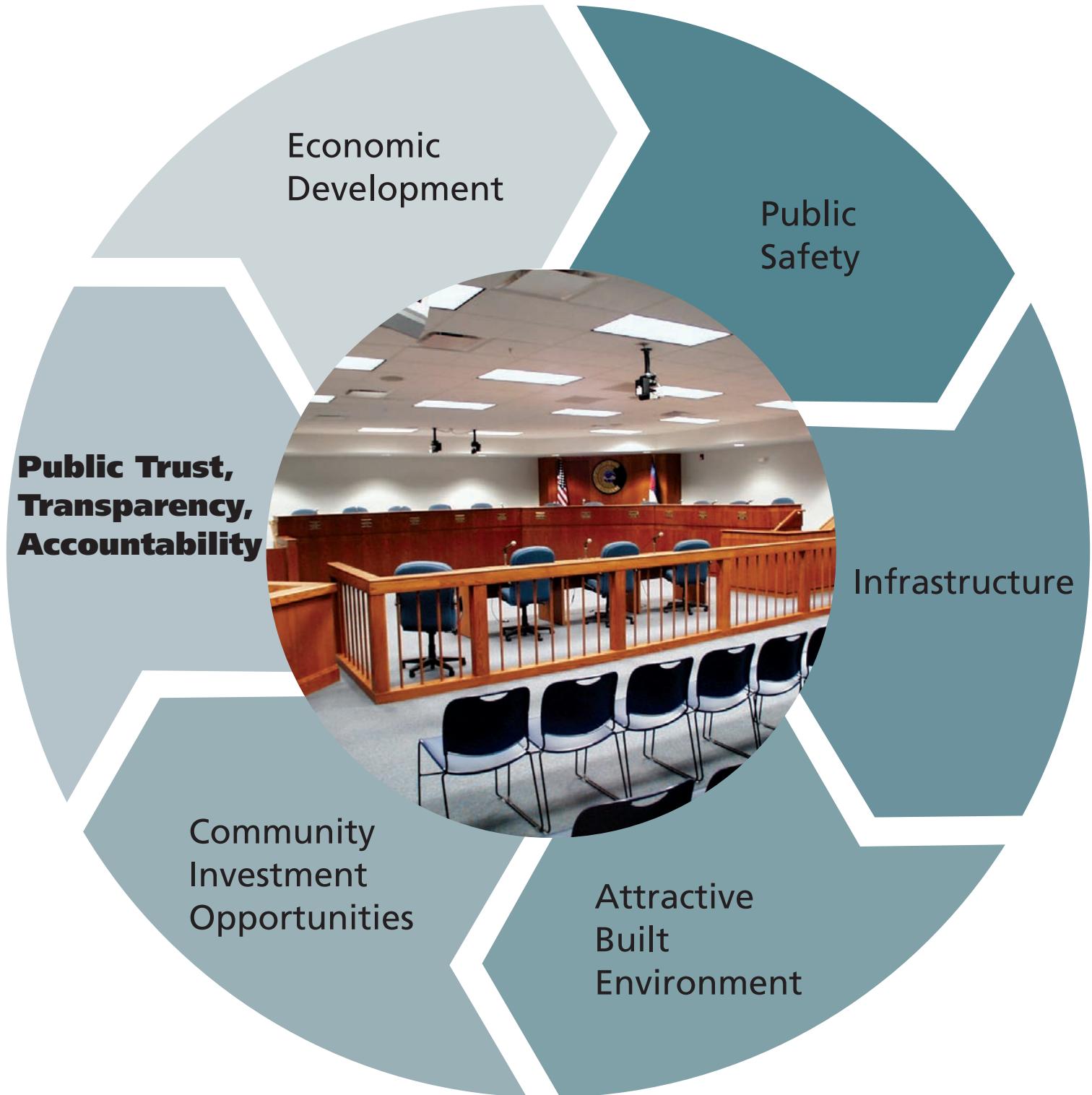
# Community Investment Opportunities

The City's overall quality of life was rated positive by 66% of Citizen Survey respondents. To further improve the community's quality of life, the City desires to invest in opportunities to enhance the cultural, recreational, park and trail assets of the community.

1. Leverage public and private partnerships to optimize the recreational and natural assets of the Arkansas River Corridor.
2. Expand and enhance the community's existing hiking and biking trail systems, in particular access to and expansion of the Royal Gorge Park and South County trails, for outdoor access opportunities.
3. Pursue opportunities to achieve the community's strong interest to fund and construct a new Recreation/Aquatic Center with public and private partners and no tax increase.
4. Explore opportunities to develop a multi-field sports complex to host community and regional athletic competitions.
5. Encourage and support public art to enrich the downtown streetscape and ambience.
6. Develop comprehensive and attractive wayfinding signage to direct the public and visitors to key cultural, recreational, and historical assets.
7. Develop high quality trails and RV/camping opportunities at the Royal Gorge Park.
8. Respond to the public's interest to upgrade Centennial Park with a new splash pad, playground, restroom and pond.
9. Rehabilitate the Rudd House to serve as a historic house museum.
10. Partner with the Fremont County Heritage Commission in establishing a Local Landmarks Commission to identify, educate, and promote the preservation of historically significant structures and districts in the community.

**81%** of residents surveyed support the funding of a new Recreation/Aquatic Center.





# Public Trust & Transparency



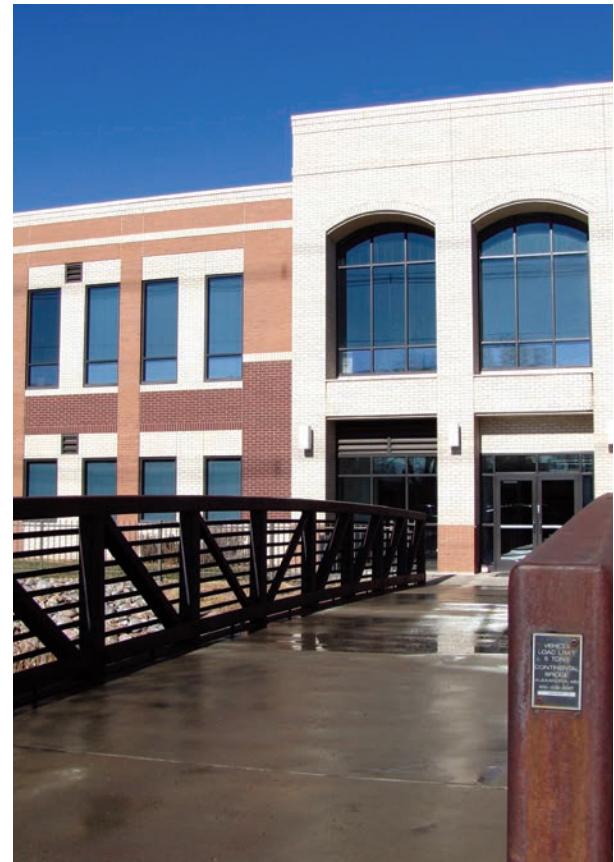
Based on the Citizen Survey, the residents of Cañon City want a City government that delivers higher value and quality in City services. They have also made it clear they want to be more informed and engaged in solving this community's problems and setting its future course.

Listening to and responding to the concerns of citizens fosters mutual trust and cooperation. They also want accountability and accessibility from City leaders as they make decisions that will affect the lives of current and future generations in Cañon City.

To achieve greater public trust, and transparency and accountability, the City is committed to increased citizen information, involvement, and delivering exceptional and meaningful results. To achieve this we pledge to doing the following.

## STRATEGIES

1. Create and implement a comprehensive Public Communication Strategy and function to inform and encourage public understanding and engagement in civic affairs.
  - Enhanced web site/smart phone application
  - Social Media Outreach
  - Conducting community surveys/focus groups
  - Leveraging media partnerships
  - Promoting volunteer opportunities (e.g. Block Watch, Code Rangers, etc.)
2. Re-examine the City Charter to enhance the governance process and City effectiveness.
3. Use Citizen Committees to provide input and recommendations to the City Council on key issues and plans.
4. Improve organizational capability and effectiveness—professional development, leadership, change management, strategic thinking, fiscal literacy and staff engagement. Improve core Human Resources systems and develop a total reward system.
5. Promote a values-driven organizational culture that reinforces ethical behavior, transparency, and maintains the public trust.
6. Continuously improve the City's governance process.





**The City is committed to increased citizen information, involvement, and delivering exceptional and meaningful results.**



7. Create a 24-hour online and voicemail services to receive citizen concerns, ideas, and suggestions. The City will respond to all inquiries within 48-hours.
8. Assure the public that the City is a wise steward of the public's resources by "living within our means" and restructuring the organizations business model for long-term fiscal sustainability and improved customer satisfaction.
9. Invest in the City's appearance and infrastructure.
10. Maintain a minimum 20% to 30% General Fund operating reserve for valid financial emergencies and one-time capital expenses.
11. Optimize City services by identifying long-term cost savings and cost containment opportunities, including:
  - Managed competition
  - Consolidation
  - Joint partnerships
  - Operational efficiencies
  - Level of service adjustments
12. Adopt written financial management policies concerning revenues, debt, capital improvements and fund depreciation to reduce debt burden for vehicle and technology replacements.
13. Develop balanced Five-Year financial plan forecasts and a fiscally sustainable Health Benefit Plan.
14. Prioritize programs and services based on the City Strategic Plan priorities.
15. Operate within budgeted expenses 100% of the time.
16. Construct capital improvements on time and within budget.
17. Implement a Financial Trend Monitoring System comparing key financial and economic indicators as an "early warning system" regarding financial and economic health of the City.
18. Evaluate customer satisfaction with City services on a regular basis and implement appropriate service improvements.

## PERFORMANCE MEASURES

	Current Actual	2020 Goal
Improve citizen excellent/good rating on direction City is taking	29%	40%
Improve citizen excellent/good rating on the value of services for taxes paid	33%	45%
Improve citizen excellent/good rating of services provided by the City	51%	60%
Conduct annual citizen survey	YES	
Maintain general fund operating reserve balance as percentage of general fund expenses	20-30%	20-30%
Number of Citizen committees	4	16
Improve citizen confidence in Cañon City government	26%	40%
Improve overall customer service rating	58%	70%
Improve citizen rating of City public information services	42%	65%
Increase citizen rating of contacted a city elected official to express an opinion	17%	25%

# 2016 Citizen Survey Results

**METHODOLOGY:** •Multi-contact survey •Representative sample of 1,500 households  
 •5% margin of error •39% response rate •National response rate range is 25% to 40%

## Community Quality Overall (excellent/good)

Overall quality of life	66%
Cañon City as a place to live	71%
Cañon City as a place to visit	69%
Cañon City as a place to retire	76%
Overall natural environment	77%
Overall appearance	53%
Overall quality of City Government services	51%
Overall built environment	46%
Overall City image/reputation	39%
Vibrant downtown/commercial area	23%
Overall quality of businesses	35%

## Public Safety

Overall feeling of safety in your neighborhood	92%
Overall feeling of safety in downtown area	85%
Overall feeling of safety	76%
Traffic flow on major street	34%
Ease of public parking	40%
Overall condition of City streets	8%

## Natural/Built Environment

Air Quality	86%
Overall quality of natural environment	76%
Observed a code violation	74%
Cleanliness of Cañon City	61%
Overall Appearance	53%
Overall Built Environment	46%
Overall quality of new development	23%

## Economy

Overall quality of business	35%
Overall economic health	24%
Vibrant downtown	23%
Shopping opportunity	16%
Employment opportunity	12%

## Recreation/Wellness

Recreational opportunities	59%
Affordable quality healthcare	36%
Affordable mental health care	30%

## Education/Enrichment

Opportunities to attend religious/spiritual	78%
K-12 education	53%
Opportunities to attend cultural activities	47%
Opportunities for education/enrichment	39%
Available affordable childcare	36%

## Community Engagement

Opportunity to volunteer	65%
Opportunity to participate in community	52%
Neighborhoodness of residents	43%
Openness/acceptance of diverse people	31%

## General Governance

Overall customer service	58%
City of Cañon City quality of services	51%
Value of services for taxes paid Cañon City	33%
Overall direction the City is taking	29%
Overall confidence in City government	26%

## City Services

City Parks	78%
Police	71%
Public Library	68%
Snow Removal	39%
Storm Drainage	29%
Code Enforcement	17%
Economic Development	17%
Street Repair	7%

## How Important is it for the City to Invest in...

Road Improvement	91%
Public Safety	82%
Storm Water Improvement	62%
Downtown Revitalization	58%
Parks and Recreation Improvement	54%
River Corridor Improvement	54%
Overall Aesthetics	48%
Future Trail Development	47%

## How Important is it for the Community to Focus on...

Economic Health	87%
Overall feeling of safety	86%
Sense of Community	81%
Health/Wellness	78%
Education/Enrichment	78%
Ease of getting to places	72%
Quality of natural environment	72%
Overall build environment	64%

## Support for Recreation/Aquatic Center

Funding of a new Center with public and private partners and no tax increase	81%
Funding the rehabilitation and repairs of the existing Rec. Dist. Pool with no tax increase	80%
Funding the rehabilitation and Winter cover of the existing Rec. Dist. Pool to allow year-round use with no tax increase	75%
Funding the rehabilitation and Winter cover of the existing Rec. Dist. Pool to allow year-round use with a tax increase	61%