



# 2016 Strategic Plan City of Gunnison, Colorado October 25, 2016



Photo by Gregg Morin



photo provided by Matt Egan

# 2016 Strategic Plan

## City of Gunnison

### 1. PURPOSE OF THE STRATEGIC PLAN:

On September 27, 2016 the City Council met and developed this strategic plan. The primary purpose of the 2016 Strategic Plan is to identify high priority strategic results for the next six to eight months. With that direction, human and fiscal resources can be aligned to strategic results.

Because of the number of strategic projects (Complete Streets, Lazy K, Comprehensive Plan, desire for Main Street Improvements) and the timing of the budget process, it was agreed that developing a strategic plan at this time would be critical to providing direction in 2017 budget process and for a new City Administration.

### 2. INTRODUCTION TO THE PLAN

The Gunnison City Council is committed to leading City government into a future characterized by:

- A focus on positive customer results,
- Responsible stewardship of our assets and resources,
- Support for a vibrant local economy and culture consistent with our community values, and
- Sustained community engagement. “

The first step in leading the city in this direction is to initiate a results driven management system with the new Manager which focuses on the needs and expectations of the community, i.e. our customer. This Interim Plan is essential in the short term to provide guidance to the 2017 budget process. The next step, will be to create a 5-year City Strategic Plan in the Summer of 2017, developed with ample community engagement.

This plan is based on a management model called on “Managing for Results.” Managing for Results has the following benefits:

- Goals, functions, and activities are congruent—they don’t contradict
- Funding and people are aligned to fund results
- People share purpose and values of the organization
- People work collectively to achieve organizational goals
- Roles are defined so that every person’s job is designed to help achieve the strategic goals of the organization
- Every person has a clear “line of sight” to the vision and strategic goals of the organization

### 3. DRAFT STRATEGIC PRIORITIES AND RESULTS

The following is a strategic framework for the City Council's review and comment that includes specific **results** organized around strategic **priorities**.

#### A. Strategic Priority – Infrastructure

Stewardship of Gunnison's infrastructure, including streets, water, sewer, electricity, parks, City buildings, housing and more, is a core responsibility the City takes seriously. Sound, well-maintained infrastructure is essential to the health and safety of our community. Looking forward, the City will use the best information available to take a cohesive, comprehensive, and cost-conscious approach to managing and maintaining the community's infrastructure as evidenced by:

By August 30, 2017 all major (utility infrastructure, roads, buildings, rolling stock) City assets are inventoried and assessed, including a schedule and cost for maintenance and replacement.

Lead: Public Works Director

Team: Department Directors, Pat MacIntosh, Joe Doherty, Will Dowis.

By September 30, 2017 consumer rates and funding will be determined to support maintenance and/or replacement of City utilities, where appropriate.

Lead: Public Works Director

Team: Public Works Director, Ben Cowan, Joe Doherty, Will Dowis,

By September 31, 2018 pedestrian safety on Tomichi will be enhanced as evidenced by:

90% Residents and visitors will report they feel mostly safe or very safe when crossing **controlled** intersections on Tomichi Avenue (this would require a survey to measure).

Residents and visitors will experience slower average speed rates on Tomichi Avenue (this will require traffic counts).

Lead: Steve Westbay/Public Works Director

Team: Steve Westbay, Public Works Director, Keith Robinson, Greg Summers

By December 31, 2017 the Gunnison community will have a Housing Action Plan and Policy developed by the City and its partners to address housing issues in the City for the next 10 years, based on the 2016 Housing Needs Assessment.

Lead: Russell Forrest

Team: Russell Forrest, Steve Westbay in cooperation with the Executive Director of the Gunnison Valley Regional Housing Authority.

By December 31, 2017, the Gunnison Community will experience abundant and affordable broadband service through the implementation of the Region 10 Broadband Project and cooperation with other entities. Furthermore, a plan will be developed in this time frame to create a plan for redundancy for the valley.

Lead: Mike Lee

Team: Mike Lee, Russell Forrest, Public Works Director

#### B. Strategic Priority - Vibrant Economy and Community Culture

Gunnison's brand – **Basecamp of the Rockies** – is about a sense of place in the Gunnison Valley. For residents and visitors, Gunnison is a walkable, rideable, safe and accessible community set deep in the Rockies. The City will continuously work with the community to support our unique, authentic community culture and a prosperous economic environment. The Council believes that vibrant, relaxed and prosperous commercial areas along Tomichi and Main are essential now and in the future for a healthy, resilient local economy, and in the short term will accomplish the following:

By August 31, 2017, working in partnership with the business community and community stakeholders, the City will create a timely yet strategic set of recommendations to enhance the vitality and prosperity of the Main and Tomichi commercial area consistent with the City's brand.

Lead: Russell Forrest

Team: Russell Forrest and Steve Westbay

By December 31, 2017 residents and visitors will experience branded, wayfinding signage for navigating the community and surrounding areas and an updated trails plan for the City will be completed.

Lead: Steve Westbay

Team: Steve Westbay, Greg Summers, Dan Ampietro

C. Strategic Priority - Community Engagement

Gunnison City government will make community engagement a way of doing business as evidenced by:

By May 30, 2017, residents will experience and the City will launch a two-way communications and engagement initiative through multi-pronged strategies, including but not limited to the City's website, social media, local media and in-person meetings.

Lead: Russell Forest

Team: City Manager and Directors

D. Strategic Priority - Effective and Efficient City Government

The City commits itself to creating an organizational culture focused on customer results. The community will experience City government as listening and engaged, responsive, accountable for resources and performance, and focused on creating positive customer experiences. To create that organizational culture, the City will, in the near term, do the following:

By May 31, 2017 the City will launch the implementation of a system of professional development and accountability in a culture of innovation that is focused on creating positive customer experiences, oriented to solve problems and affirming of good performance.

Lead: Russell Forrest

Team: City Manager and Directors

**4. IMPLEMENTATION**

Once approved, staff will move forward with developing a work plan to implement the above mentioned strategic results. In addition, Departments will create a business plan with their own operational results and which incorporates the Council strategic results as applicable. These business plans will include specific metrics to measure and celebrate performance. Progress on Council's strategic results will be reported regularly in the City Mangers council update.