



WOODLAND PARK  
CITY ABOVE THE CLOUDS



CITY OF WOODLAND PARK

STRATEGIC PLAN  
2019-2022

July 2019



Photo courtesy of Cindy Valade

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# LETTER FROM CITY COUNCIL



Dear City of Woodland Park residents and stakeholders,

Over the last several months City Council, along with residents, stakeholders and staff, has developed an in-depth strategic plan. This planning process involved a series of community meetings, interviews, surveys and work sessions, which resulted in developing four priority goal areas. Second only to the City's overarching priority to provide **Safety and Security** for the community, the four priorities are: **Economic Development, Financial Sustainability, Infrastructure and Workforce**.

The work accomplished in the strategic planning process is a good example of the City Council as the governing body working in tandem with operational staff to cast this broad set of priorities with associated actionable focus areas and goals. Striving to sync City Council oversight with measurable goals to be accomplished by City staff provides a more seamless and efficient set of efforts and outcomes. Establishing the plan was especially important in laying a solid foundation to budget planning and setting the groundwork for the comprehensive plan review process over the next two years.

The Woodland Park City Council and City Staff are grateful to the local residents, business owners and other stakeholders who have dedicated time, creativity and thoughtful work in addressing the needs and priorities of this beautiful mountain community. As your City Council it is our intent to continue communicating progress regarding these priorities, along with the focused work and outcomes, with all of our constituents. In addition, we are committed to continuous quality improvement by regularly evaluating, refining and updating this plan.



*Left to Right: Council Members Carrol Harvey, Noel Sawyer, Kellie Case, Mayor Neil Levy (Center)  
Council Members Paul Saunier, Hilary LaBarre and Mayor Pro-tem Val Carr.*

# OVERVIEW

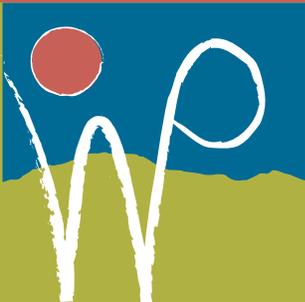
## CITY OF WOODLAND PARK



POPULATION: 8,228

ELEVATION: 8,465 FT

AREA: 6.61 SQ MI



Just 18 miles west of Colorado Springs, Woodland Park is the most populous town in Teller County, and is steeped in history, adventure and Rocky Mountain beauty. Thick stands of spruce, pine and aspen, and deep blue skies give way to spectacular views of Pikes Peak and the Rampart Range. Nestled among one million acres of Pike National Forest and bathed in over 300 days of sunshine Woodland Park is a pristine mountain community with a small town charm and friendliness.



Photos courtesy of Cindy Valade

# INTRODUCTION TO THE STRATEGIC PLAN

The Strategic Plan is designed to be a living document which guides the City of Woodland Park moving into the future. All Priorities and Areas of Focus are rooted in Safety and Security and are based on the City's Vision, Mission and Core Values. The Action Plan includes goals to implement in each area.



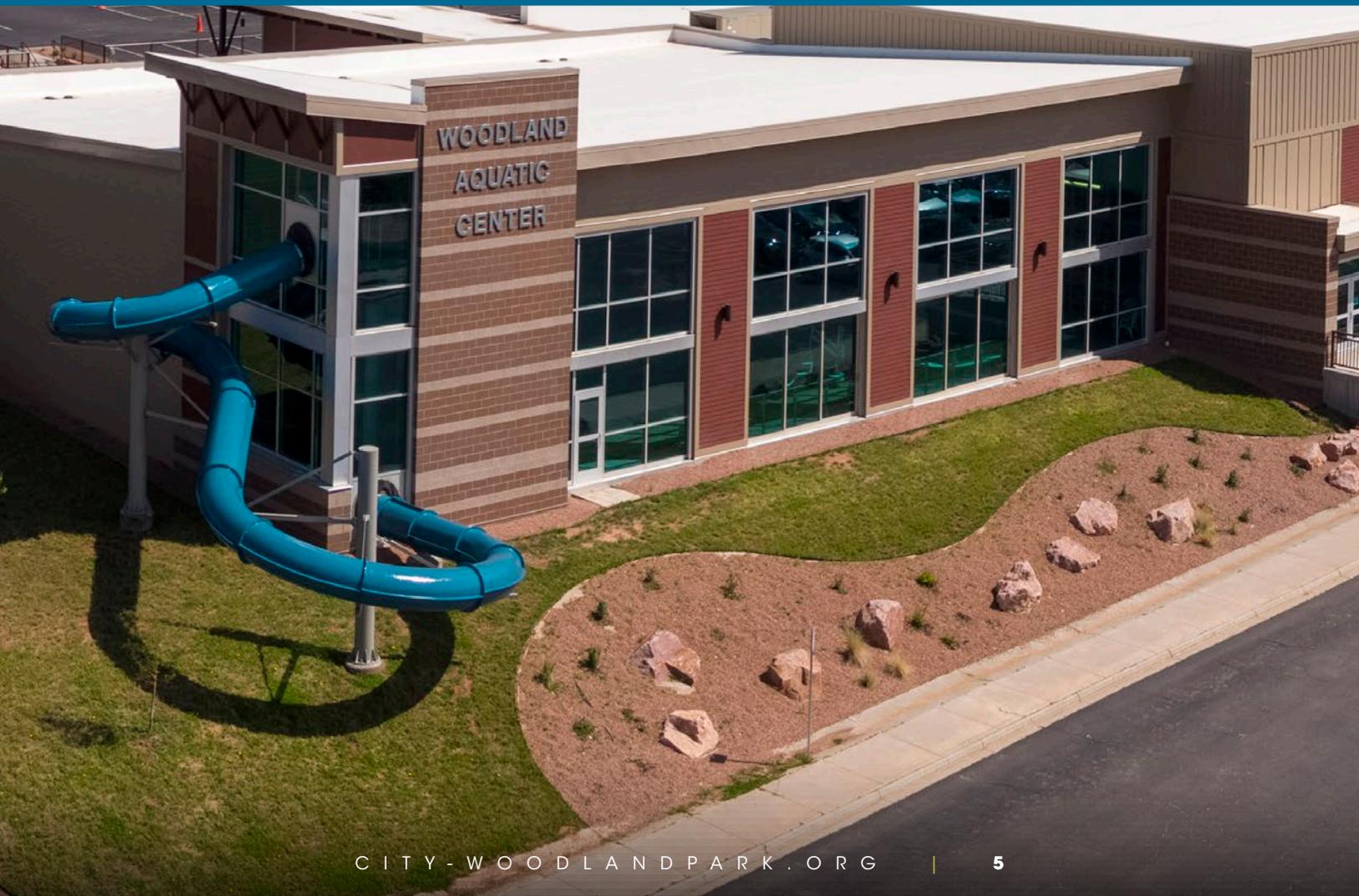


## VISION

Woodland Park is a safe, welcoming mountain community where the majestic surroundings inspire our high standards. We are a multi-generational, family friendly community with a healthy and prosperous economy, offering world class services and sustainable infrastructure.

## MISSION

To protect, promote and enhance the general well-being of our mountain community through an unwavering commitment to excellence that strengthens public trust.





## CORE VALUES

### SERVICE

Selfless service to our community and each other with a passion and purpose that empowers our team and strengthens our community.

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### TRUST

Earned confidence and credibility from our community and stakeholders in the fairness, competence and reliability of our words and actions.

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### RESPECT

Always convey dignity and respect to everyone in all that we do and say. Abide by our laws, ordinances, City Charter and the U.S. Constitution.

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### INTEGRITY

Consistently hold ourselves to the highest level of honesty, truthfulness, and moral and ethical conduct.

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### VISION

Proactively seek out and identify future problems and innovative solutions that anticipate stakeholder impacts and develop systems which enable our team and community to reach their full potential.

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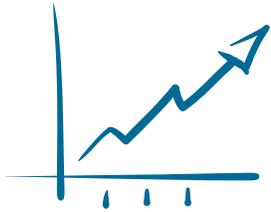
### EXCELLENCE

A commitment to continuous personal, professional, and organizational improvement that demonstrates we are open to new ideas, change, and never satisfied with the status quo.

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# PRIORITIES

**Safety and Security** is the number one priority in the City of Woodland Park, and is central to other Priorities which represent the most important issues in the City. Each Priority area has its own Areas of Focus with associated goals. These are all crucial in guiding the budget priority process and resulting work.



## ECONOMIC DEVELOPMENT

- **Become a Destination Location**
- **Market and Promote Woodland Park**
- **Develop Public-Private Partnerships (P3)**

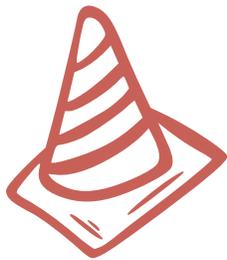
Enhancing and expanding the local business climate allows Woodland Park to strengthen its community retail base. Promoting and marketing is critical for Woodland Park's goal to be known as a destination town and a hub for visitors to enjoy attractions throughout the region. Expanding on public-private partnerships is key for collaborating, sharing resources and leveraging knowledge.



## FINANCIAL SUSTAINABILITY

- **Adopt an Updated Comprehensive Plan**
- **Adopt a Capital Improvement Plan**
- **Adopt a Long-Range Financial Plan**

Financial sustainability is based on a comprehensive plan, long-range financial plans and capital improvement plans. These plans anchor the current climate while planning growth and community needs for future generations. Successful financial sustainability requires responsible stewardship of the adopted plans and ensuring that appropriate general fund financial reserves are in place.



## INFRASTRUCTURE

- **Build and Maintain Sustainable Facilities**
- **Improve Information Technology**
- **Invest in Transportation**
- **Focus on Water and Utilities**

Safety and security are critical factors in the City's infrastructure. Roads, sidewalks, drainage, transportation, trails, open space, public facilities and structures, water and wastewater utilities, information technology, signage and the cemetery are all key infrastructure components in the City. Long-term planning for infrastructure maintenance and enhancement helps to ensure these assets can be enjoyed by future generations.



## WORKFORCE

- **Offer Professional Development Opportunities**
- **Improve Recruitment and Retention**

Recruiting and retaining the best employees drives the City's long-term workforce success. Competition from neighboring cities and cost of living are important factors in attracting qualified staff. A focus on creating professional staff development opportunities enhances skills, builds knowledge and helps to ensure high quality public services. The recruitment and retention plan will create the overall workforce development guideline for moving forward.

# FOCUS AREAS AND GOALS

## PRIORITY 1: ECONOMIC DEVELOPMENT

### Area of Focus: **Become a Destination Location**

- GOAL ED-1 Develop and promote signature events for the community (visitors, residents, businesses).
- GOAL ED-2 Expand on promoting Woodland Park as a destination hub for visitors to explore the City and surrounding region.

### Area of Focus: **Market and Promote Woodland Park**

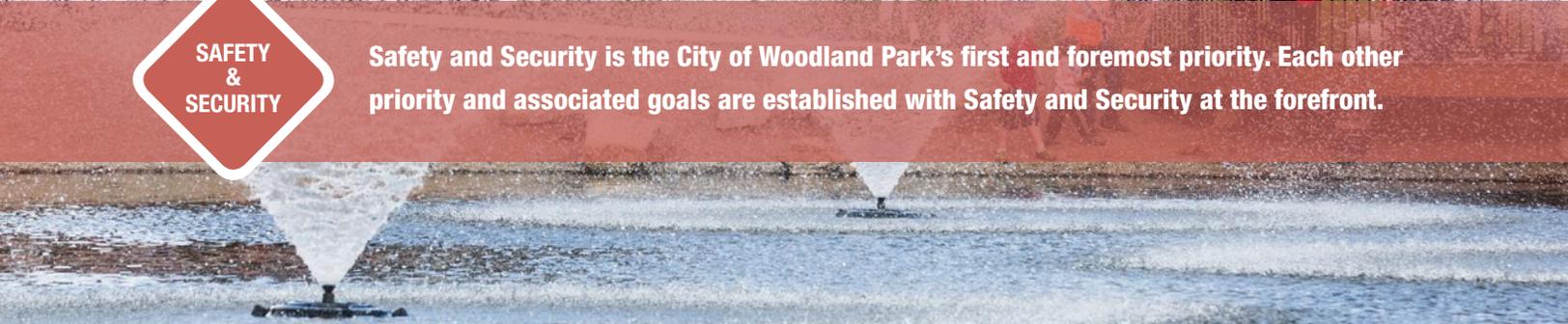
- GOAL ED-3 Adopt a coordinated marketing plan between the City, the Greater Woodland Park Chamber of Commerce, the Woodland Park Main Street program, Businesses, and the Downtown Development Authority.

### Area of Focus: **Develop Public-Private Partnerships**

- GOAL ED-4 Analyze, identify and establish public-private partnerships (P3) that can expand economic development opportunities in the City.
- GOAL ED-5 Examine opportunities to partner with regional economic development corporations or local alternatives to serve our City.



**Safety and Security is the City of Woodland Park's first and foremost priority. Each other priority and associated goals are established with Safety and Security at the forefront.**



# 2

## PRIORITY 2: FINANCIAL SUSTAINABILITY

### Area of Focus: **Adopt an Updated Comprehensive Plan**

- GOAL FS-1 Update the City's Comprehensive Plan.

### Area of Focus: **Capital Improvement Plan**

- GOAL FS-2 Adopt a 10-year Capital Improvement Plan to prioritize resources and avoid deferred maintenance in the future.

### Area of Focus: **Adopt Long-Range Financial Plan**

- GOAL FS-3 Adopt a 5-year Financial Plan.
- GOAL FS-4 Establish an Investment Committee.
- GOAL FS-5 Implement Caselle software package to improve financial reporting and long-term financial plan implementation.

# 3

## PRIORITY 3: INFRASTRUCTURE

### Area of Focus: **Build and Maintain Sustainable Facilities**

- GOAL I-1 Implement security plan and security upgrades for critical city facilities.
- GOAL I-2 Analyze design and engineering for refurbishing/construction and expansion of Council Chambers/City Hall.

### Area of Focus: **Improve Information Technology**

- GOAL I-3 Adopt Intergovernmental Agreements for technology to improve the efficiency of City services.
- GOAL I-4 Seek Public-Private Partnerships (P3) for technology innovations that benefit the community.
- GOAL I-5 Adopt Smart City App/City website to improve community engagement and enhance operational capacity.
- GOAL I-6 Complete City fiber project for reliable connectivity for all City facilities.
- GOAL I-7 Adopt Asset Management System to assist workorder management and long-range planning of infrastructure.

### Area of Focus: **Invest in Transportation**

- GOAL I-8 Complete Planning and Environmental Leakage Study for US HWY 24 Reliever Route with PPACG.
- GOAL I-9 Meet or exceed standards for Pavement Management Plan.
- GOAL I-10 Implement State HWY 67 improvements to address traffic and drainage concerns through PPACG (widening/turn lanes).
- GOAL I-11 Implement sidewalk improvement plan as part of Capital Improvement Plan to improve ADA compliance.

### Area of Focus: **Focus on Water and Utilities**

- GOAL I-12 Initiate water reservoir project to improve City water storage.
- GOAL I-13 Adopt plan for purchase of water shares to streamline process and budget.
- GOAL I-14 Continue Implementation of Stormwater Management Plan for future MS4 permit requirements.



# 4

## PRIORITY 4: WORKFORCE

### Area of Focus: **Offer Professional Development Opportunities**

- GOAL W-1 Formalize a professional development plan by department.

### Area of Focus: **Improve Recruitment and Retention**

- GOAL W-2 Adopt comprehensive workforce recruitment plan.
- GOAL W-3 Analyze and implement technological and marketing tools to improve recruiting and expand applicant pools for open jobs.



**WOODLAND PARK**  
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