



mejorando group



MAYOR AND CITY COUNCIL STRATEGIC PLANNING WORKSHOP - SUMMARY

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BENEFITS FROM GOOD GOVERNMENT

“Role of local government is to be the protagonist/advocate for a better quality of life.”

Comments from Mayor and Councilmembers:

- Consistency – ensure that infrastructure works
- Financial – responsibilities and accountable
- Define the future – capacity, growth, what it looks like, how it feels, what it likes for residents, comfort, safety – create a community
- Quality of life residents experience
- People join together and create government, giving up some individual freedoms for the collective good; do what we can't do individually; elect people to work on our behalf
- Program implementation
- Create DNA of the community – sociologically, economically, etc.
- Keeping our community informed and representing them

STEEP

EXAMINE THE PRESENT AND THE FUTURE



1. What are the potential impacts from COVID-19 and other recent events on our role as community builders?

- ❖ How much more we need a diverse economy, so we're not at the whim of viruses where people don't travel.
- ❖ Diverse population – different voices on how they react to something significant like a public health issue.
- ❖ Who's in charge of health in Durango – city council or health authority? Where do the two intersect?
- ❖ How do we as a community reach evidence based and scientific facts in a world where there's so many narratives?
- ❖ Exactly what our role is – we've been actively involved in supporting our residents and businesses which is greatly appreciated.
- ❖ This too shall pass, things we need to continue doing – have to come out of the challenge continue growing and strengthen our vibrancy.

- ❖ At end of crisis, we should create a playbook of sorts on lessons learned for future events that our successors can reference.
- ❖ Look at opportunities to build back better and change; disconfirmation; debriefing; resilience.

2. What types of services will residents require in the future that are not already provided? What might be required to fund and staff these services?

- ❖ Broadband for city and the region.
- ❖ People want to participate in public meetings via zooms we must continue to make the governing process accessible.
- ❖ Transportation – what is municipal government’s role as it relates to planning for emerging trends such as the rise of autonomous vehicles.
- ❖ Online services provided by city (i.e., OpenGov) – business licenses, sales tax remittance, etc. Some residents prefer in-person services.

3. Which city processes and practices might need to change to serve a larger and more diverse population?

- ❖ Place for them to live and work – housing and work/jobs
- ❖ Where do we grow
- ❖ Have more services for vulnerable population
- ❖ Recognize we have a partner with the County
- ❖ Transportation – realistic view as a public good
- ❖ City’s role to incentivize housing and industry (employers)
- ❖ Structurally – conversation relative to full-time council as community grows. Do we establish committees to mitigate trend of an increasing number of meetings?
- ❖ Consider a more professional wage/salary for Councilmembers which may create opportunities for people from diverse backgrounds to consider running for office.

ROLE AS A CREDIBLE COMMUNITY BUILDER

- **Our past role was...**
 - Vocal and cared deeply about community-wide issues
 - Attended meetings, community events, and city-wide functions
 - Held office hours
 - Outspoken and passionate
 - Created a community well-recognized as livable
 - Considered downtown as a “golden egg”
 - Acknowledged our river
 - Did a really good job of paying attention to what was needed

- **Our current role is...**
 - Advocate for continued growth and opportunities -physical and economic
 - Period of disruption – away from strong city manager toward a more of a collaborative process
 - More active and involved
 - At a tipping point...last 5 and next 5 years...larger organization. Change from small town toward a small city; growing pains – commitment of time by councilors; what type of community will end up being – resort-based economy or economically diverse, sustainable that’s not dependent on one factor – where are we going; maintain character and culture we so appreciate.
 - Possibly level of commitment by councilors – what’s required and what’s negotiable
 - Consider creation of Council sub-committees
 - Less plumbing and more poetry

- **Our future role will be...**
 - Address higher-level issues – policies
 - More diverse applicant pool – possibly increase pay for Councilmembers
 - Overseeing execution of strategic plan

VISION STATEMENT

Recipe for compelling vision:

- **Captures imaginations and engages spirits.** It connects with people's hopes and aspirations. To the extent it taps into a dream in which they can individually participate, it pulls them forward.
- **Inspires people to excellence.** It gives people a reason to strive to do their best in their day-to-day work.
- **Provides focus in an ever-changing world.** A vision is a place to return when faced with uncertainty or challenge. When people aren't sure what to do, the vision gives them guidance.
- **Enables people to evaluate their actions.** An effective vision enables people to see each day whether they are making decisions, acting, and achieving results that will help fulfill the vision.
- **Challenges people to unite toward a common goal.** A bold vision should spur people to focus their individual and collaborative energies in ways that require extraordinary effort.

VISION STATEMENT

Current:

Durango is an authentic, diverse, and creative community living in harmony with its natural environment pursuing economic, environmental, and social sustainability.

Proposed:

Durango is an authentic, diverse, multigenerational, and thriving (or vibrant) community. Our residents value and enjoy our unique natural environment and benefit from the management of our City's resources in a fiscally responsible, environmental, and socially sustainable manner.

MISSION STATEMENT

The mission statement identifies the role of the City of Durango in pursuing the community's vision. The City currently has a Mission Statement, which reads

We the city, as representatives of the people, shall be accountable and effective guardians of the public trust and resources. We are committed to the provision of effective and efficient public services designed to enhance the quality of life of the citizens of our community. We shall conduct the affairs of our City openly and ethically and manage our growth and development in a manner that respects our environment and preserves the unique character and identity of our community. We view our citizens as our most important resource.

Proposed

The City of Durango and our employees provide efficient city services, effectively maintain & manage city assets, are accountable & fiscally responsible, and collaborate with regional partners to improve the quality of life for all members of our community.

This draft statement was informed by our previous conversations and by the three statements below:

What we do:

*Provide city services
Maintain & manage city assets
Manage city finances
Work with regional partners*

How we do it:

*Efficiently
Effectively
In an accountable and responsible manner
Collaboratively*

Why we do it:

To improve the quality of life for our residents

“HOT” TOPICS

Comments from Mayor and Council are in italics.

A. Economic Vitality/Development

- 1) Business retention
- 2) Business attraction

- ❖ *Explore the City’s role – support existing groups who work with solopreneurs, advocates,*
- ❖ *Partners – Economic Alliance and their level of funding*
- ❖ *Housing costs*
- ❖ *City staff meets with developers and emphasize getting to yes.*
- ❖ *Working with the County to create more economic diversity and getting to yes faster with new investments.*
- ❖ *URA*
- ❖ *Incentivize – TIF financing*
- ❖ *Larger role? And what does that look like?*
- ❖ *Funding and matching up with priorities*
- ❖ *Housing Plan*
- ❖ *Role of community development*
- ❖ *SBDC, Region 9*
- ❖ *SCAPE*

B. Community Vitality

- 1) Affordability
- 2) Status of Housing Plan

- ❖ *Create mechanism for affordable housing*
- ❖ *No follow up to whether metrics in Housing Plan are being achieved.*

- ❖ *Housing Plan is being implemented – code alignment, incentives, modification for in lieu fee; comes down to who’s in the marketplace to build affordable housing.*
- ❖ *Cognizant of gaps – attainable housing; support for attainable housing*
- ❖ *Updated annually; most recent update showed progress was ahead of schedule.*
- ❖ *Investment by city in infrastructure for development of new homes,*
- ❖ *Air space – untapped resource to create more units*
- ❖ *Role of funding to build infrastructure and incentivize affordable housing*
- ❖ *Transportation and parking*

3) Multi-Modal Plan

4) URA

5) Sense of Place

i. Story from Mike French about community vitality and economic vitality, couldn’t relocate due to price of attainable housing; housing issue affects everything else.

ii. Culture – quality of life fund

6) City’s role – affordability of housing; types of mechanisms – funding or partnership?

C. Infrastructure

1) Capital Improvement Plan (CIP)

2) Drought Studies

3) Water Plant

4) Stormwater Management

5) Police station

6) Facilities’ needs – *last week’s conversation including new Police Station and Water Plant*

7) Streets

- 8) Sidewalks – *walkable; accessible and connectivity should be the goal; ADA Plan*
- 9) *Asset Management Plan to address maintenance costs.*
- 10) *Core services every city needs to provide these types of services efficiently and effectively and be held accountable for their impact.*

D. Amenities

- 1) Parks and Recreation Master Plan

E. Fiscal

- 1) Tax levy
- 2) Utility Rates and reserve balance for water fund
- 3) Financial reserves for funds
- 4) Structural financial challenges

F. Governance

- 1) Protocols - *maybe future Council can decide on revisions to agreement that was supported by Council in 2020.*
- 2) Shared values – *leadership principles*
- 3) Membership in community organizations
 - i. *Outreach/liaisons to Economic Alliance, etc. – normal assignments; CAST; CML; Downtown Colorado Inc; definitive list of who are members of which groups; environmental groups; funding and participation; where we can have the most impact; COG; who assigns those – Mayor or city manager?*
- 4) Diversity policies
- 5) Robust discussion about advisory boards

G. Core services

- 1) Continuous Improvement
 - i. *Alternative sources of funding for core services*
- 2) Key Performance Indicators (KPIs)

2019-20 COUNCIL GOALS

1. Continue to address Durango's affordable/attainable housing, including options for homeless population.
2. Expand Durango's unique identity as a driver of enhanced quality of life and sense of place.
3. Improve environmental resiliency and encourage responsible stewardship of natural resources.
4. Require and support effective utilization of resources.
5. Advance fiscal sustainability and resiliency.

DRAFT

KEY RESULT AREAS (KRAs)

- A. Fiscal Management:** *We are good stewards of the public's tax dollars by ensuring the long-term financial stability of the City of Durango government.*

- B. Economic Development and Innovation:** *Attract and retain a diverse portfolio of businesses.*

- C. Natural Resources:** *We protect, manage, conserve, and restore our natural resources for the benefit of current and future generations.*

- D. Arts and Culture - Amenities:** *We enjoy extraordinary benefits realized from the outdoors and the arts and serve as strong advocates for their continued development.*

- E. Smart Growth:** *Develop and implement strategies to effectively address growth, sustainability, and livability of our dynamic community.*

- F. Community Affordability:** *Identify and act on opportunities to provide affordable workforce housing so that people can live and work in our community.*

- G. Community Engagement/Communication:** *Transparency is mission-critical to ensure our residents trust our approach to build a stronger Durango community. We actively pursue community outreach and solicit input/feedback that enables us to realize our potential.*

- H. Infrastructure:** *Durango has the necessary components for new construction and maintenance of all infrastructure.*

- I. Organizational Excellence:** *Promote collaboration, consolidation, and communication within our organization and among public agencies, nonprofit organizations, private-sector partners, and citizens to ensure the efficient delivery of high-quality, non-duplicative services to the community. Foster a positive work environment and an organizational culture that values employee contributions and encourages staff to innovate and lead within the community.*

DRAFT GOALS