



Town of Johnstown

TOWN COUNCIL WORK SESSION

450 S. Parish, Johnstown, CO
Monday, October 30, 2023 at 6:00 PM

MISSION STATEMENT: Enhancing the quality of life of our residents, businesses, and visitors through community focused leadership.

AGENDA

CALL TO ORDER

AGENDA ITEMS

- [1.](#) Strategic Planning Update

ADJOURN

AMERICANS WITH DISABILITIES ACT NOTICE

In accordance with the Americans with Disabilities Act and other applicable laws, persons who need accommodation in order to attend or participate in this meeting should contact Town Hall at 970-587-4664 no later than 48 hours before the meeting in order to request such assistance.

De conformidad con la Ley de Discapitados Estadounidenses y otras leyes vigentes, los individuos que necesitan adaptaciones funcionales para asistir o participar en esta reunión deberán comunicarse con la Municipalidad marcando el 970 587- 4664 a lo más tardar 48 horas antes de dicha reunión para solicitarla.

The Community That Cares

johnstown.colorado.gov

P: 970.587.4664 | 450 S. Parish Ave, Johnstown CO 80534 | F: 970.587.0141



Town of Johnstown

TOWN COUNCIL WORKSESSION COMMUNICATION

AGENDA DATE: October 30, 2023

SUBJECT: Town of Johnstown Strategic Planning

ATTACHMENTS: 1. Strategic Planning Presentation
2. Strategic Plan - Draft

PRESENTED BY: Mitzi McCoy, Deputy Town Manager

WORKSESSION ITEM DESCRIPTION:

The purpose of a strategic plan is to build consensus around a singular vision for the future of a community or organization. For local governments, this process is designed to achieve efficiency and effectiveness in the administration and delivery of municipal services to fulfill this shared vision. A successful strategic planning process is inclusive and brings together multiple internal and external stakeholders to examine opportunities for improving all areas for which a municipality has responsibility. In late 2022, Staff began the strategic planning process for the Town of Johnstown using the Town’s Mission, Vision, and Values as the foundation. It is our intent that with feedback from both Council and the Community, to produce a community focused plan that will reflect and reinforce our strong commitment to providing high quality services for our Community.

Reviewed and Approved for Presentation,

Town Manager

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Town of Johnstown

Strategic Planning

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What is a Strategic Plan?

A strategic plan is a document used to communicate the organization's direction, identify the goals and detail the actions necessary to accomplish those goals. Our strategic plan will focus on creating positive outcomes for the community.



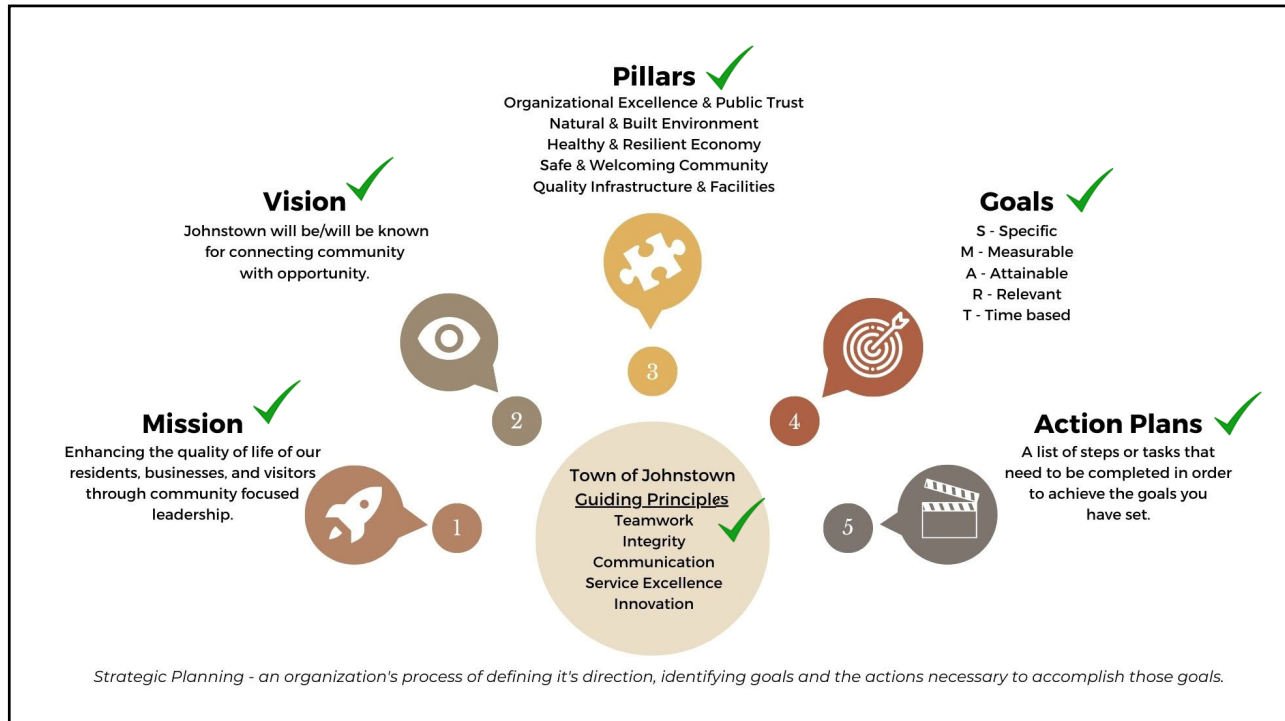
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Organizational Excellence & Public Trust

We support and empower a team that builds public confidence through transparency, integrity, service innovation, and fiscal responsibility. Our team ensures our values are aligned with continuing to move the organization in a positive direction as we work together with the community.

Goal: Strengthen public trust and confidence.
Strategies:

- Provide value to our customers by balancing efficiency and cost management with innovation and customer convenience.
- Seek out customer enhancement opportunities.
- Maintain Records Management program that is compliant and sustainable.
- Maintain financial sustainability.
- Pursue and maintain accreditations and certifications.
- Strengthen election process through development and implementation of processes and software.


Goal: Engage, inform, and involve the community.
Strategies:

- Increase positive engagement and interaction with members of the public.
- Identify and develop a consistent brand for the Town.
- Continue to develop and expand communication programming.
- Work to improve ease of use and accessibility of material.

Goal: Be an employer of choice that attracts dedicated team members, passionate about Johnstown.
Strategies:

- Invest in an organizational culture that values development, creative problem solving and service.
- Improve organizational capabilities and effectiveness through leadership, professional development, organizational literacy and employee engagement.
- Develop and implement recruiting strategies, increasing diversity, and succession planning.

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Safe & Welcoming Community

The Town is committed to creating a safe, friendly, and connected experience for residents and visitors. We value the role that Johnstown's unique charm and character play in our community.

Goal: Provide and maintain public safety services and awareness in our community.

Strategies:

- Deliver the highest level of police services to ensure that residents feel safe and secure.
- Provide comprehensive municipal safety services.
- Collaborate with regional partners in response and education.
- Engage the community in safety preparedness.

Goal: Partner in creating more community based, community service, and action opportunities.

Strategies:

- Provide volunteer resources to the community.
- Work with regional partners to develop or implement programming.
- Develop a needs study for community services such as arts, culture, recreation, and educational opportunities.

Goal: Create arts and culture opportunities that connect the community.

Strategies:


- Create community events.
- Promote community-wide art initiatives.

Goal: Grow an open, inclusive environment where all residents have the opportunity to flourish.

Strategies:


- Conduct an independent DEI study to identify growth areas.
- Implement DEI growth suggestions.
- Provide reasonable accommodations to non-english speaking residents.

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Healthy & Resilient Economy

We are committed to a sustainable and growing business community, skilled workforce, and regional cooperation. Our healthy economy provides residents and visitors access to goods, services, and jobs.

Goal: Invest in the development of a vibrant and interconnected downtown.

Strategies:

- Create a visitor experience.
- Develop a Downtown Master Plan.
- Complete a financial improvement study for the the downtown to determine financing mechanisms that can support the vision of the downtown.
- Assist with the creation of an improvement district
- Drive development to expand the downtown corridor.

Goal: Drive projects and initiatives that promote Johnstown as a premier destination for business.

Strategies:


- Maintain a strong business retention and expansion program.
- Develop a business attraction strategy that focuses on attracting quality employers to the area.
- Identify and drive future development areas that can provide opportunities for employment, flex, and industrial space.
- Develop and implement marketing strategies that encourage the best uses and users of activity areas including commercial and employment centers.

Goal: Cultivate local and regional partnerships that ensure the long term success and growth of Northern Colorado.

Strategies:


- Partner with regional entities that support local development.
- Focus on economic development by maintaining partnerships with local, regional, and state partners.

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 **Goal:** Support the local labor market and work with partners to grow diverse employment opportunities.

Strategies:

- Cultivate partnerships with school districts and county agencies to develop a local talent force.
- Connect Johnstown employers with local talent force.
- Create strong partnerships with post-secondary institutions to create local learning opportunities.

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Natural & Built Environment

We create amazing community spaces by balancing and blending Johnstown's heritage, natural environment, and innovative development.

Goal: Invest in, enhance, and conserve our parks, open spaces, and natural environment.

Strategies:

- Acquire and dedicate land for open space and trails.
- Prioritize, expand, and maintain park and recreational amenities.
- Development of new parks and gathering spaces that serve the entire Johnstown community.
- Develop programs and partnerships that prioritize sustainability.

Goal: Expect and encourage community centered design.

Strategies:


- Create and maintain neighborhoods and activity centers with high standards of site and architectural design.
- Create a cohesive community through connectivity.
- Implement the Town-wide wayfinding sign plan.
- Guide growth in the community through appropriate annexation, zoning, planning, and land use development.

Goal: Support a broad range of housing options.

Strategies:


- Perform a Housing Needs Study and create policy as necessary.
- Preserve, stabilize, and enhance all neighborhoods.
- Determine different funding methods for affordable and attainable housing.

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- Perform a Housing Needs Study and create policy as necessary.
- Preserve, stabilize, and enhance all neighborhoods.
- Determine different funding methods for affordable and attainable housing.

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Quality Infrastructure & Facilities

We provide essential services to the community by investing in, operating, and maintaining, quality facilities and infrastructure.

Goal: Establish and maintain levels of service.

Strategies:

- Perform a condition assessment of assets and infrastructure.
- Collaborate with Council to identify programs and desired level of service.
- Meet or exceed all State and Federal standards for water, sewer, and storm water.

Goal: Ensure future viability of infrastructure and facilities.

Strategies:


- Create, update, and administer infrastructure plans and studies that prioritize resiliency and stability.
- Dedicate resources to build and deploy a comprehensive fiber network that will serve the entire community.
- Expect high-quality infrastructure construction.

Goal: Repair and maintain existing infrastructure, facilities, and equipment.

Strategies:


- Develop and implement Maintenance Programs to improve and extend the life of existing public assets.
- Implement replacement programs.
- Improve accuracy of Mapping System to assist with maintaining and replacing infrastructure.

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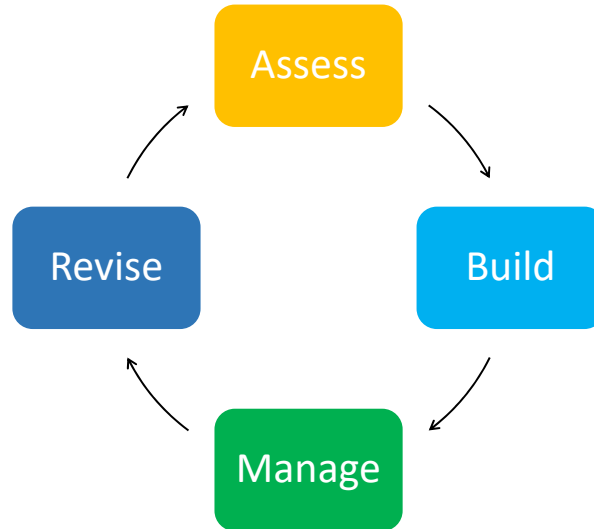
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Strategic Planning – Is a Continuous Process



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Looking forward – Next steps

- Gather community feedback
- Present to Council for final review and adoption
- Present to community and employees



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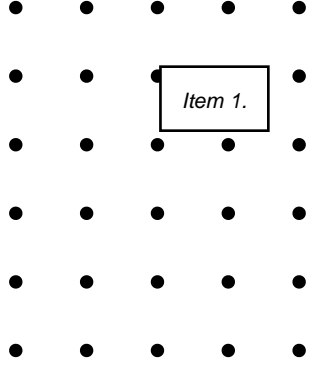
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Thank you

Questions? Comments?



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TOWN OF JOHNSTOWN

STRATEGIC PLAN

DRAFT
2023 - 2032



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MESSAGE FROM THE MAYOR

This Community Strategic Plan is a ten-year road map that, to the best of our ability, reflects the priorities of Johnstown’s residents and local businesses. While the strategic actions proposed largely reside with the Municipality, they will only succeed through meaningful partnerships with community organizations, advisory committees and a steadfast commitment to working together for the betterment of the community.

We are grateful for all of the residents who took the time to respond to our community survey, and we appreciate all of the contributions that our Municipal team led with stakeholders, advisory groups and individuals. This Community Strategic Plan reflects the shared insights of those public participants, staff, management, advisory committees, community groups and Council who engaged in the process.

JUST A PLACEHOLDER. NEED ACTUAL.

We would like to thank residents and business leaders, community members and groups, and staff for your engagement in, and commitment to, the process of developing this Strategic Plan. Your passion for our community and its future is truly inspiring, and the strength of your convictions for what cannot be lost is impressive.

We hope you see some of yourself reflected in this plan and will join us in the work ahead. While it may not always be easy, it will be incredibly rewarding.



Creating Positive Outcomes

A well-executed strategic plan serves as a roadmap that enables us to work toward our goals, improve services, and enhance the quality of life for our constituents.



The purpose of a strategic plan:

- Create a Shared Vision among stakeholders within our community and organization: This consensus is critical for alignment and moving forward effectively.
- Increase Efficiency and Effectiveness: By setting clear goals and strategies, we can allocate resources more efficiently and achieve better outcomes.
- Ensure Common Goals: Engaging both internal and external stakeholders ensures that a wide range of perspectives and needs are considered, leading to a more comprehensive and robust plan.
- Identifies Improvement Opportunities: Strategic planning involves a thorough examination of current practices, identifying strengths and weaknesses, and uncovering opportunities for improvement. This data-driven approach helps us make informed decisions.
- Define Identity and Services: Through strategic planning, we can define our identity by clarifying our mission, vision, and values. We can also specify the services we intend to provide.
- Service Delivery: Determining how best to provide services is a critical aspect of strategic planning. This may involve evaluating different service delivery models, considering technology advancements, and optimizing resource allocation.

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Mission

Enhancing the quality of life of our residents, businesses, and visitors through community focused leadership.



Vision

Johnstown will be/will be known for connecting community with opportunity.

Guiding Principals

Service Excellence

We put our community at the center of everything we do. We are dedicated to delivering the best outcomes for our community.

Teamwork

We have a “One-Town, One Team” approach that promotes collaboration.

Communication

We invite participation and exchange reliable information.

Integrity

We do the right thing and hold ourselves accountable.

Innovation

We foster creativity that challenges constraints and drives progress.



Strategic Pillars

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Organizational Excellence
& Public Trust



Safe & Welcoming
Community



Healthy & Resilient
Economy



Natural & Built
Environment



Quality Infrastructure &
Facilities



Organizational Excellence & Public Trust

We support and empower a team that builds public confidence through transparency, integrity, service innovation, and fiscal responsibility. Our team ensures our values are aligned with continuing to move the organization in a positive direction as we work together with the community.

Goal: Strengthen public trust and confidence.

Strategies:

- Provide value to our customers by balancing efficiency and cost management with innovation and customer convenience.
- Seek out customer enhancement opportunities.
- Maintain Records Management program that is compliant and sustainable.
- Maintain financial sustainability.
- Pursue and maintain accreditations and certifications.
- Strengthen election process through development and implementation of processes and software.

Goal: Engage, inform, and involve the community.

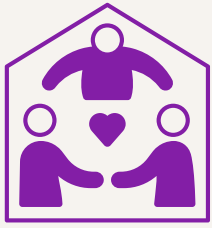
Strategies:

- Increase positive engagement and interaction with members of the public.
- Identify and develop a consistent brand for the Town.
- Continue to develop and expand communication programming.
- Work to improve ease of use and accessibility of material.

Goal: Be an employer of choice that attracts dedicated team members, passionate about Johnstown.

Strategies:

- Invest in an organizational culture that values development, creative problem solving and service.
- Improve organizational capabilities and effectiveness through leadership, professional development, organizational literacy and employee engagement.
- Develop and implement recruiting strategies, increasing diversity, and succession planning.



Safe & Welcoming Community

The Town is committed to creating a safe, friendly, and connected experience for residents and visitors. We value the role that Johnstown's unique charm and character play in our community.

Goal: Provide and maintain public safety services and awareness in our community.

Strategies:

- Deliver the highest level of police services to ensure that residents feel safe and secure.
- Provide comprehensive municipal safety services.
- Collaborate with regional partners in response and education.
- Engage the community in safety preparedness.

Goal: Partner in creating more community based, community service, and action opportunities.

Strategies:

- Provide volunteer resources to the community.
- Work with regional partners to develop or implement programming.
- Develop a needs study for community services such as arts, culture, recreation, and educational opportunities.

Goal: Create arts and culture opportunities that connect the community.

Strategies:

- Create community events.
- Promote community-wide art initiatives.

Goal: Grow an open, inclusive environment where all residents have the opportunity to flourish.

Strategies:

- Conduct an independent DEI study to identify growth areas.
- Implement DEI growth suggestions.
- Provide reasonable accommodations to non-english speaking residents.



Healthy & Resilient Economy.

We are committed to a sustainable and growing business community, skilled workforce, and regional cooperation. Our healthy economy provides residents and visitors access to goods, services, and jobs.

Goal: Invest in the development of a vibrant and interconnected downtown.

Strategies:

- Create a visitor experience.
- Develop a Downtown Master Plan.
- Complete a financial improvement study for the the downtown to determine financing mechanisms that can support the vision of the downtown.
- Assist with the creation of an improvement district
- Drive development to expand the downtown corridor.

Goal: Drive projects and initiatives that promote Johnstown as a premier destination for business.

Strategies:

- Maintain a strong business retention and expansion program.
- Develop a business attraction strategy that focuses on attracting quality employers to the area.
- Identify and drive future development areas that can provide opportunities for employment, flex, and industrial space.
- Develop and implement marketing strategies that encourage the best uses and users of activity areas including commercial and employment centers.

Goal: Cultivate local and regional partnerships that ensure the long term success and growth of Northern Colorado.

Strategies:

- Partner with regional entities that support local development.
- Focus on economic development by maintaining partnerships with local, regional, and state partners.



Healthy & Resilient Economy

We are committed to a sustainable and growing business community, skilled workforce, and regional cooperation. Our healthy economy provides residents and visitors access to goods, services, and jobs.

Goal: Support the local labor market and work with partners to grow diverse employment opportunities.

Strategies:

- Cultivate partnerships with school districts and county agencies to develop a local talent force.
- Connect Johnstown employers with local talent force.
- Create strong partnerships with post-secondary institutions to create local learning opportunities.



Natural & Built Environment

We create amazing community spaces by balancing and blending Johnstown's heritage, natural environment, and innovative development.

Goal: Invest in, enhance, and conserve our parks, open spaces, and natural environment.

Strategies:

- Acquire and dedicate land for open space and trails.
- Prioritize, expand, and maintain park and recreational amenities.
- Development of new parks and gathering spaces that serve the entire Johnstown community.
- Develop programs and partnerships that prioritize sustainability.

Goal: Expect and encourage community centered design.

Strategies:

- Create and maintain neighborhoods and activity centers with high standards of site and architectural design.
- Create a cohesive community through connectivity.
- Implement the Town-wide wayfinding sign plan.
- Guide growth in the community through appropriate annexation, zoning, planning, and land use development.

Goal: Support a broad range of housing options.

Strategies:

- Perform a Housing Needs Study and create policy as necessary.
- Preserve, stabilize, and enhance all neighborhoods.
- Determine different funding methods for affordable and attainable housing.



Quality Infrastructure & Facilities

We provide essential services to the community by investing in, operating, and maintaining, quality facilities and infrastructure.

Goal: Establish and maintain levels of service.

Strategies:

- Perform a condition assessment of assets and infrastructure.
- Collaborate with Council to identify programs and desired level of service.
- Meet or exceed all State and Federal standards for water, sewer, and storm water.

Goal: Ensure future viability of infrastructure and facilities.

Strategies:






- Create, update, and administer infrastructure plans and studies that prioritize resiliency and stability.
- Dedicate resources to build and deploy a comprehensive fiber network that will serve the entire community.
- Expect high-quality infrastructure construction.

Goal: Repair and maintain existing infrastructure, facilities, and equipment.






Strategies:

- Develop and implement Maintenance Programs to improve and extend the life of existing public assets.
- Implement replacement programs.
- Improve accuracy of Mapping System to assist with maintaining and replacing infrastructure.






Short-Term (Up to 3 Yrs)

					Strategy
					Identify and develop a consistent brand for the Town.
					Work to develop ease of use and accessibility of material.
					Strengthen election process through development and implementation of processes and software.
					Develop and implement recruiting and retention strategies, increasing diversity, and succession planning.
					Acquire and dedicate land for open space and trails.
					Prioritize, expand and maintain park and recreational amenities.
					Perform a Housing Needs Study and create policy as necessary.
					Determine different funding methods for affordable and attainable housing.
					Develop a Downtown Master Plan.
					Complete a financial improvement study for the downtown to determine financing mechanisms that can support the vision of downtown.
					Assist with the creation of such improvement district.
					Work with regional partners to develop or implement programming.
					Develop a needs study for community services such as arts, culture, recreation and educational opportunities.
					Promote community wide art initiatives.
					Conduct an independent DEI study to identify growth areas.
					Implement DEI growth suggestions.
					Provide reasonable accommodations to non-english speaking residents.
					Perform a condition assessment of assets and infrastructure.
					Dedicate resources to build and deploy a comprehensive fiber network that will serve the entire community.
					Develop and implement Maintenance Programs to improve and extend the life of existing public assets.






Mid-Term (4 - 6 Yrs)

					Strategy
					Development of new parks and gathering spaces that serve the entire Johnstown community.
					Develop programs and partnerships that prioritize sustainability.
					Develop a business attraction strategy that focuses on attracting quality employers to the area.
					Identify and drive future development areas that can provide opportunities for employment, flex, and industrial space.
					Develop and implement marketing strategies that encourage the best uses and users of activity areas including commercial and industrial centers.
					Collaborate with regional partners in response and education.
					Provide volunteer resources to the community.
					Implement Replacement Programs.





Long-Term (7+ Yrs)

					Strategy
					Create a cohesive community through connectivity.
					Implement the Town-wide wayfinding sign plan.
					Create strong partnerships with post-secondary institutions to create local learning opportunities.

Constant Focus

					Strategy
					Increase positive engagement and interaction with members of the public.
					Continue to develop and expand communication programming.
					Provide value to our customers by balancing efficiency and cost management with innovation and customer convenience.
					Seek out customer service enhancement opportunities.
					Maintain Records Management program that is compliant and sustainable.
					Maintain financial sustainability.
					Pursue and maintain accreditations and certifications.
					Invest in an organizational culture that values employee development, creative problem solving and service.
					Improve organizational capabilities and effectiveness through leadership, professional development, organizational literacy, and employee engagement.
					Create and maintain neighborhoods and activity centers with high standards of site and architectural design.
					Guide growth in the community through appropriate annexation, zoning, planning and land use development.
					Preserve, stabilize, and enhance all neighborhoods.
					Create a visitor experience.
					Drive development to expand the downtown corridor.
					Maintain a strong business retention and expansion program.
					Partner with regional entities that support local development.
					Focus on economic development by maintaining partnerships with existing local, regional and state partners.
					Cultivate partnerships with school districts and county agencies to develop a local talent force.
					Connect Johnstown employers with local talent force.
					Deliver the highest level of police services to ensure residents feel safe and secure.
					Provide comprehensive municipal safety services.

Constant Focus

    					Strategy
					Engage the community in safety preparedness.
					Create community events.
					Collaborate with Council to identify programs and desired levels of service.
					Meet or exceed all State and Federal standards for water, sewer, and storm water.
					Create, update, and administer infrastructure plans and studies that prioritize resilience and scalability.
					Expect high-quality infrastructure and construction.
					Improve accuracy of Mapping System to assist with maintaining and replacing infrastructure.