



# CITY OF CASTLE PINES

## STRATEGIC PLAN



2025-2026

# STRATEGIC PLAN PROCESS

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Each year the City of Castle Pines City Council holds a retreat to conduct a strategic planning process based on the adopted Vision, Mission, and Key Focus Areas of their Strategic Goals, creating the Strategic Plan. Staff is tasked with executing Council's direction through the creation of an Implementation Plan. The annual City Council retreat resulted in Strategic Goals, Key Focus Areas, and additional policy direction to guide staff in day-to-day operations. To execute the Strategic Plan, outcomes and dashboard metrics have been created.



# STRATEGIC PLAN BACKGROUND

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The Strategic Plan poses four key questions:

1. Where are we now (current state)?
2. Where do we want to be (future vision)?
3. How will we get there? (Key Focus Areas; Strategic Goals; Specific, Measurable, Achievable, Relevant and Time Bound (SMART) Objectives; Action Steps).
4. How will we know if we are successful? (Outcomes, Dashboard Metrics, Key Performance Indicators/KPI's)



# VISION STATEMENT

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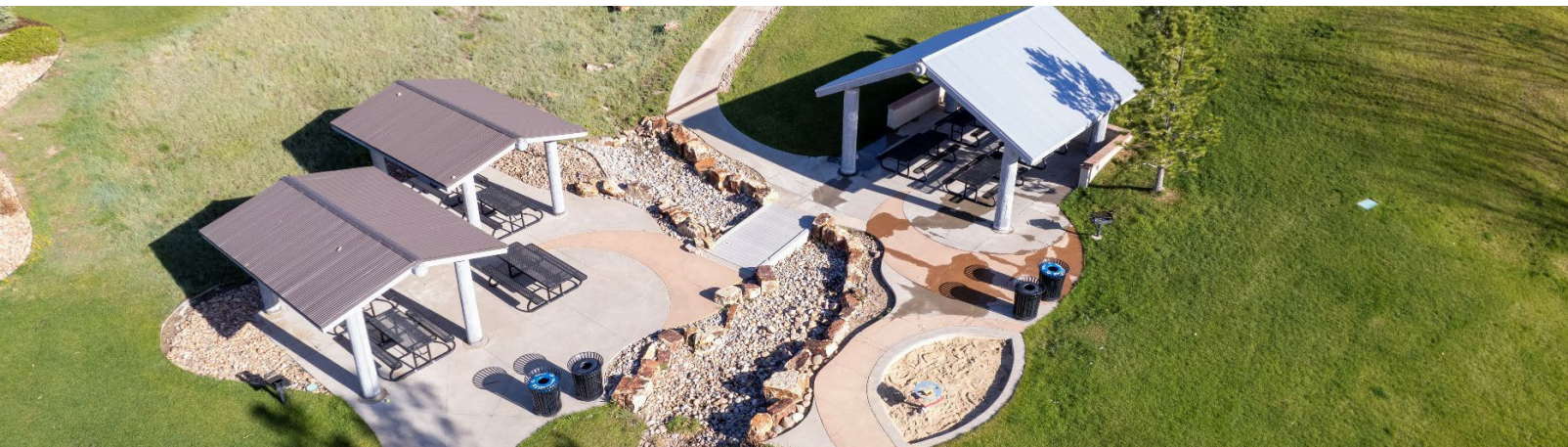
We, the employees of Castle Pines, strive to achieve excellence as a high-performing organization by cultivating a positive, fun, and inclusive employee experience and fostering continuous personal and professional development.



# ACTION STATEMENT

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Your Castle Pines City Council and city staff are committed to delivering exceptional municipal services by excelling in operations and fostering a culture of bold innovation. We embrace a proactive stance and promise to drive forward our vision through purposeful and decisive actions.



# COUNCIL STRATEGIC OBJECTIVES

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We will honor our past while ensuring a successful future through excellence in (the list does not represent a priority order):

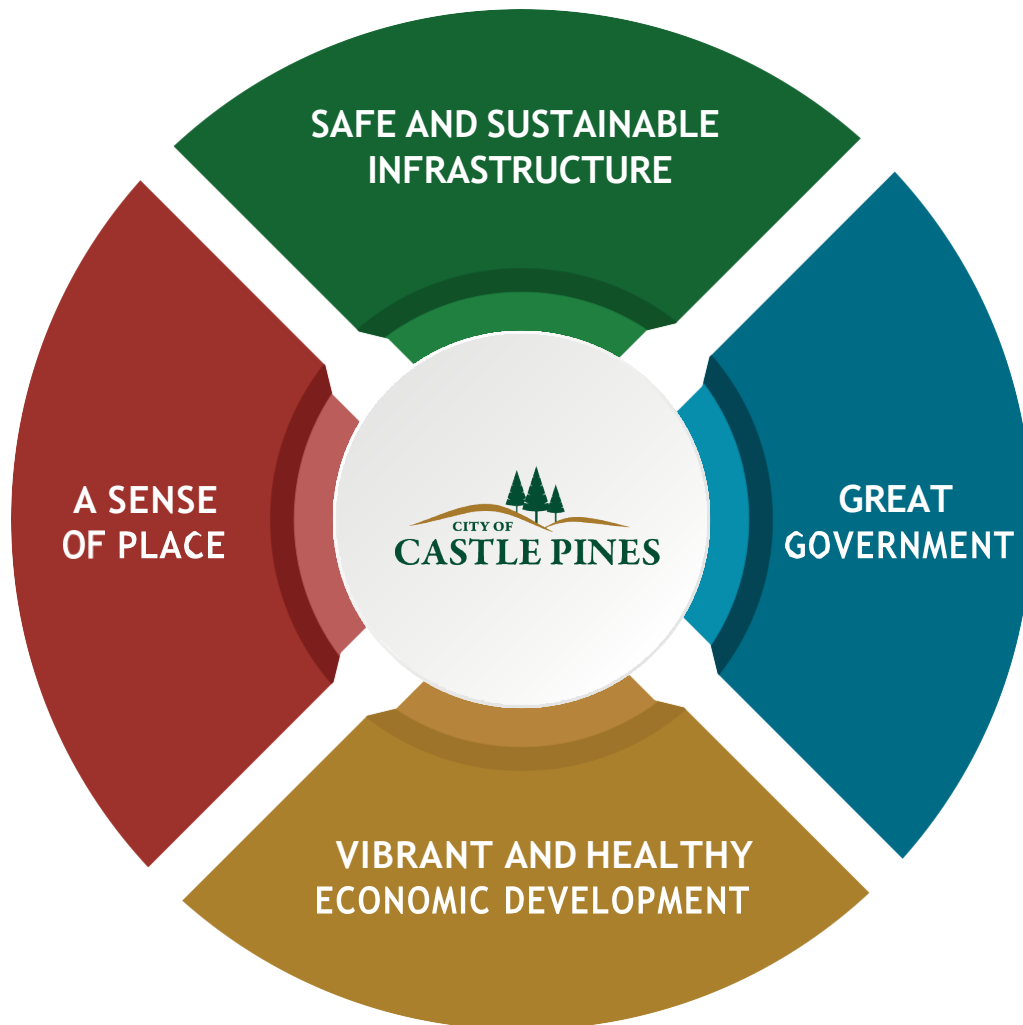
- Actions to ensure long-term financial resiliency and vitality
- Constructing reliable and safe infrastructure
- Building our community through intentional and responsible development
- Continuous outreach and engagement to foster a united community
- Supporting high performing operations through our top-notch city government
- Attracting a wide variety of top-tier businesses to maximize our economic strength



# KEY FOCUS AREAS

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The Council established four Key Focus Areas from their Strategic Objectives. (The list does not represent a priority order):



Within each Key Focus Area, there are Strategic Goals, SMART Objectives/Projects, and Action Steps. There may also be Adaptive Strategies and Dashboard Metrics. Strategic Goals may be used in multiple Key Focus Areas. In this scenario, the Strategic Goal is only listed once under the Area with the most alignment.

# COUNCIL STRATEGIC GOALS

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Strategic Goals are the larger, broader, often intangible concepts that will need to be accomplished to address the Key Focus Areas and be successful in the coming years. Strategic Goals are typically longer-term (3 – 10 years) in nature and have milestones along the way to measure success. These lists do not represent a priority order.

## SAFE AND SUSTAINABLE INFRASTRUCTURE

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Strategic Goal: Inclusion and funding for safe and sustainable infrastructure

Strategic Goal: Road and transportation projects

Strategic Goal: Park and recreation projects

Strategic Goal: Governance efficiency: centralize properties

## A SENSE OF PLACE

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Strategic Goal: Create a culture of communication with our community

Strategic Goal: Construct the Gateway Project(s)

Strategic Goal: Create a sense of place that is Castle Pines

Strategic Goal: Leverage the Community of Excellence's goals and activities

## VIBRANT AND HEALTHY ECONOMIC DEVELOPMENT

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Strategic Goal: Review and adopt City documents for economic development

Strategic Goal: Engage and collaborate with the business community

Strategic Goal: Utilize the Castle Pines Urban Renewal Authority (URA)

Strategic Goal: Attract new and retain existing retail businesses

## GREAT GOVERNMENT

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Strategic Goal: Update City manuals and policies to produce effective and efficient local government services

Strategic Goal: Develop plans to maximize long-term fiscal health

Strategic Goal: Enhance public safety

Strategic Goal: Adopt a strategic approach to City actions



# IMPLEMENTATION OF COUNCIL STRATEGIC GOALS

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This strategic plan is a working, living document that reflects the policy direction from the Council, sets the Vision, and drives and informs an Implementation Plan which the staff will utilize to ensure progress and measurable results. The strategic plan will be updated regularly and communicated across and outside the organization.

Two important components of successful implementation in this Strategic Plan include Core Values and SMART Objectives.

## CORE VALUES

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Core values are traits or qualities that are not just worthwhile, they represent an organization's highest priorities, deeply held beliefs, and core, fundamental driving forces. They are the heart of what our organization and employees stand for in the world. They tell our story and focus on HOW we will conduct business.

## SMART OBJECTIVES

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SMART Objectives are milestones along the road to achieving our bigger picture Strategic Goals. They are accomplishments that can be defined in quantifiable and measurable terms. SMART means Specific, Measurable, Actionable, Realistic/Resourced and Timebound. Objectives are specific, actionable targets that need to be achieved within a smaller time frame to accomplish our Strategic Goals. SMART Objectives typically take between 1 year – 3 years to complete.

The following pages detail the Core Values, and show the SMART Objectives for each Strategic Goal within each Key Area of Focus.



# OPERATIONAL VALUES

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## STEWARDSHIP

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Our actions and decisions focus on responsibly managing and protecting public resources and ensuring their efficient and sustainable use to benefit the community.

## CHARACTER

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Employees will embody a set of values that include responsibility, accountability, honesty, and integrity when conducting themselves, thereby fostering a culture of trust, respect, belonging, and professionalism within the organization.

## EXCELLENCE

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With a growth mindset, we actively seek opportunities to enhance our service delivery to the community, fostering a thriving culture, empowering all employees to engage in making a difference at work each day.

## CUSTOMER SERVICE

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We are committed to exceeding expectations by delivering exceptional customer service to all individuals, both within and outside our organization, ensuring attentive, efficient, and courteous interactions.



# SAFE AND SUSTAINABLE INFRASTRUCTURE

Safe and Sustainable Infrastructure includes such things as city facilities, roads, trails, sidewalks, traffic, transportation planning, parks, open space, and stormwater.

**Strategic Goal:** Inclusion and funding for safe and sustainable infrastructure

**SMART Objective:** Incorporate connectivity and multi-modal elements into all transportation planning and development

**SMART Objective:** Apply for transportation and other infrastructure grant funds

**Strategic Goal:** Road and transportation projects

**SMART Objective:** Complete the design and construction of the roundabout at Buffalo Trail and Monarch

**SMART Objective:** Complete the Castle Pines Parkway eastbound from Forest Park to Monarch

**SMART Objective:** Complete the final phase of the Monarch reconstruction

**SMART Objective:** Complete the Happy Canyon Interchange engineering and finalize a funding strategy for construction

**Strategic Goal:** Park and recreation projects

**SMART Objective:** Develop a phasing plan for Soaring Hawk Park

**SMART Objective:** Complete final engineering for Coyote Ridge Park design phase 1 improvement and begin construction.

**SMART Objective:** Evaluate equipment at other parks and determine necessary upgrades

**Strategic Goal:** Governance efficiency: Centralize properties

**SMART Objective:** Complete ownership transfer of the metro district properties of the Canyons to the City

**SMART Objective:** Complete ownership transfer of the primary district properties of the Castle Pines North Metro District to the City

**SMART Objective:** Collaborate with the landowner to transfer Village Square roads to the City.



# A SENSE OF PLACE

Council supports work that continues to build the community of Castle Pines. Creating a place where residents – new and existing – can live, work and play.

**Strategic Goal:** Create a culture of communication with our community

**SMART Objective:** Maintain a focused, integrated, and consistent communications strategy

**SMART Objective:** Improve community and resident engagement

**Strategic Goal:** Construct Gateway Project(s)

**SMART Objective:** Construct the East Castle Pines Parkway Monument

**SMART Objective:** Complete the concept design and begin construction of the Lagae roundabout monument

**Strategic Goal:** Create a sense of place that is Castle Pines

**SMART Objective:** Expand event offerings to include event opportunities on both sides of I-25

**SMART Objective:** Develop a strategic approach to a diversity of housing, including workforce options

**SMART Objective:** Develop a trail naming convention and begin the installation of associated signage

**SMART Objective:** Support the creation of a unique zip code for the City of Castle Pines

**Strategic Goal:** Leverage the Community of Excellence's goals and activities

**SMART Objective:** Utilize the Community of Excellence community survey results to evaluate and implement activities aimed at developing a sense of place

**SMART Objective:** Develop and conduct a 2025 community survey



# VIBRANT AND HEALTHY ECONOMIC DEVELOPMENT

A vibrant and healthy economy involves partnerships with our business community to support their growth and expansion, attracting new businesses to the city, and ensuring that our revenue is sustainable long term.

**Strategic Goal:** Review and adopt City documents for economic development

**SMART Objective:** Review and update the Economic Action Plan

**Strategic Goal:** Engage and collaborate with the business community

**SMART Objective:** Continue to support the Chamber of Commerce in its goals of increasing its shift to business-to-business and business advocacy with a focus on economic development and business success

**SMART Objective:** Partner with the Chamber quarterly to host economic meetings for local businesses

**Strategic Goal:** Utilize the Castle Pines Urban Renewal Authority (URA)

**SMART Objective:** Continue outreach to local property and business owners to educate and inform them about the URA

**SMART Objective:** Work with property and/or business owners to initiate at least one new URA project

**Strategic Goal:** Attract new and retain existing retail businesses

**SMART Objective:** Support landowners and developers in recruiting new retail businesses to the community

**SMART Objective:** Partner with the Chamber of Commerce to reach out to existing businesses to evaluate how the City and Chamber can support their economic development



# GREAT GOVERNMENT

Great Government includes recruiting and retaining quality staff, responsive services, strategic planning for a sustainable future, financial stewardship, and an investment in the future of the City.

**Strategic Goal:** Update City manuals and policies to produce effective and efficient local government services

SMART Objective: Update the 2017 Master Transportation Plan

SMART Objective: Continue to implement the Safety Action Plan

SMART Objective: Complete the update of the Unified Land Development Code

SMART Objective: Update City Standard Operating Procedures

**Strategic Goal:** Develop plans to maximize long-term fiscal health

SMART Objective: Develop and formally adopt a 5-year Capital Improvement Plan

SMART Objective: Develop and formally adopt a 5-year long-term financial plan

SMART Objective: Complete asset management plan, including roadway system

**Strategic Goal:** Enhance public safety

SMART Objective: Continue partnering with DCSO, SMFR, and DCOEM for public safety communications

SMART Objective: Complete City wildfire mitigation per the Community Wildfire Implementation Plan

**Strategic Goal:** Adopt a strategic approach to City actions

SMART Objective: Prepare annual pre-budget Council retreat to maximize budget alignment with Council priorities

SMART Objective: Maintain a 5-year Council Strategic Projects Timeline

SMART Objective: Collaborate with other governmental entities (including grants) to obtain funding opportunities in service of strategic goals

# DASHBOARD METRICS

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To communicate the most important projects and progress to the community, the following five dashboard indicators were created. These dashboard metrics tie directly into the Council Strategic Goals and SMART Objectives, measuring what is most important:

## MAINTAINED ROADS

- › Annual Roads Solution project (% completed, % expended) (quarterly)
- › PCI ratings (annually)
- › Lane miles of roadway improved (roadway replaced, resurfaced, and maintained) (annually)
- › Lane miles of new roadway accepted (annually)

## COMMUNITY SAFETY

- › Crime incident count (quarterly)
- › Traffic tickets issued and patrol hours completed (monthly)

## FINANCIAL HEALTH

- › Actual operating revenue to projections (monthly)
- › Actual operating expenditure to projections (monthly)

## DEVELOPMENT

- › Commercial vacancy (quarterly)
- › Building permits issued (monthly)

## BUSINESS HEALTH

- › Brick-and-mortar tax revenue (monthly)
- › Business licenses (new, renewed, and total active licenses) (monthly)
- › Tax returns processed (monthly)

Within each of these dashboard metrics, smaller key performance indicators will be measured on a regular basis to establish progress in achieving the goals and the vision for the future.



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