



PIKES PEAK AREA COUNCIL OF GOVERNMENTS

Strategic Plan

PPACG Mission Statement

The Pikes Peak Area Council of Governments, a voluntary organization of 16 counties and municipalities, aims to provide a forum for local governments to discuss issues that cross their political boundaries, identify shared opportunities and challenges, and develop collaborative strategies for action.

The philosophy of the Council of Governments is to serve the local governments in the most effective and efficient manner possible.

Approved by the PPACG Board of Directors October 10, 2018

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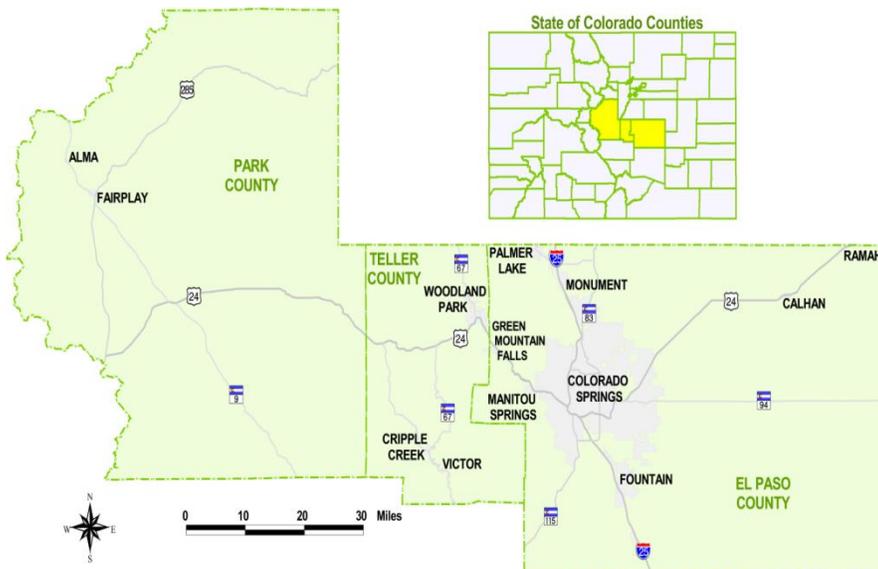
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About the Pikes Peak Area Council of Governments (PPACG)

PPACG is a voluntary organization of local governments serving the Pikes Peak region's cities, towns, and counties. The governing body of PPACG, the Board of Directors, is composed of elected officials appointed by the member governments.

Current membership includes:

<u>Counties</u>	<u>Cities</u>	<u>Towns</u>
El Paso	Colorado Springs	Alma
Park	Cripple Creek	Calhan
Teller	Fountain	Fairplay
	Manitou Springs	Green Mountain Falls
	Victor	Monument
	Woodland Park	Palmer Lake
		Ramah



What is a Council of Governments (COG)

COG's are regional coordinating bodies that exist to establish a consensus about the needs of an area and the actions needed to solve local and regional problems. The role of the regional body has been shaped by the changing dynamics in federal, state, and local government relations, and the growing recognition that the region is the arena in which local governments must work together to resolve social and environmental challenges. These organizations have carved out a valuable niche for themselves as reliable agents and many more operate independent of federal funding. Comprehensive and transportation planning, economic development, workforce development, the environment, services for the elderly and clearinghouse functions are among the types of programs managed by COGs.

PPACG provides a forum for local officials to identify regional problems and opportunities, develop solutions, and make recommendations to local governments on area-wide strategies to deal with those issues. PPACG can be a vehicle to ensure cooperative action in matters that cross local political boundaries. Such bodies have the advantage of being able to cover a wider range of area-wide issues and coordinate programs to avoid duplication and conflict. This regional approach serves to facilitate state and federal funding for local programs and projects.

PPACG leverages member dues to bring hundreds of millions of dollars in federal, state, and local programs to our region. Our role is to assist local elected officials in making coordinated decisions affecting regional development in transportation, aging, air and water quality, military support and the regional concerns.

PPACG has the following designations:

- Council of Governments for the Pikes Peak Three County Region
- State-designated Metropolitan Planning Organization for the Colorado Springs Urbanized Area
- Older Americans Act Area Agency on Aging for the Pikes Peak region
- Lead air-quality planning agency for the Pikes Peak region
- Lead water-quality planning agency for the Pikes Peak region

Leadership

The governing body of PPACG, the Board of Directors, is composed of elected officials appointed by the member governments. The Board is responsible for establishing the overall objectives and policies for the organization, adopting an annual budget, reviewing committee recommendations and developing policy for Transportation, Environmental, Aging and Military programs, as well as employment of an executive director who reports to the Board of Directors.

Our committees serve as technical and community advisors to the Board of Directors on PPACG programs and efforts. Each committee has individual responsibilities, bylaws and meeting processes.

The Committees are:

- Air Quality Technical Committee
- Community Advisory Committee
- Joint Land Use Study Committee
- Mobility Coordinating Committee
- Area Agency on Aging Regional Advisory Council
- Transportation Advisory Committee
- Water Quality Management Committee

Letter from the Executive Director, Andrew Gunning

The last few years have been a transformational time in the life of PPACG. As I began my tenure as Executive Director, we wrapped up the 50th year of the agency with a sense of hope and encouragement. By creating our first strategic plan and laying out Goals, Objectives and Strategies, PPACG is taking the first and very important step to move our region forward.

This strategic plan was developed to ensure the progress of the last few years continues into the future. The plan sets forth our priorities for the next several years and is intended to provide a framework for our continued success and to measure how we achieve it.

A strategic plan is a living document, designed to be something we all use to direct the future of PPACG and our entire region. It plays a vital role in shaping how the resources, expertise, and knowledge of our region can be leveraged, and how we work together throughout the region to improve our quality of life. You will see it within our work program, our budget and our program discussions.

I am proud to present this Strategic Plan. My goal is to ensure that PPACG operates effectively, cooperatively, and efficiently. I know that it will serve as a blueprint and foundation as we advance our region.



Strategic Plan Process

The process for the strategic plan began with a vision to create a document to provide direction to an organization that was already achieving great success, but believed it could achieve more. This would be the first strategic plan in the 50 year history of the organization.

Beginning with the development of framework for the plan and through working with a facilitator, the PPACG Board of Directors held a strategic planning retreat. At the retreat they diligently discussed, and created the initial vision for the strategic plan, creating five vision groups on focus areas.

Each vision group met to solidify the language of their group's goal, as well as establish objectives for what they felt success would look like in the near term. After the vision group meeting, related PPACG staff reviewed the goals and objectives established by each group and suggested strategies the organization could take to achieve each proposed objective, and goal.

After the initial goals, objectives and strategies were established; each vision group had a chance to review the proposed strategies before it would be compiled into a single draft document and brought to the Board of Directors and PPACG standing committees including the Community Advisory Committee, Transportation Advisory Committee, Mobility Management Committee and the Area Agency on Aging Regional Advisory Committee. Each group was invited to review the draft and give feedback, before the Strategic Plan went to the Board of Directors for their final review. The strategic plan will continue to serve as a living document that will act as the compass to ensure the organization is moving in the direction it hopes too over the coming years.



Strategic Plan Goals

- Develop an effective advocacy voice for common ground issues.
- Become a significant resource for PPACG members to share and collect information with regional partners.
- Provide access, awareness, education, and connectivity so individuals can age wherever they want.
- Develop and maintain a coordinated, validated plan for transportation needs across the PPACG region.

Each goal section defines the goal, provides objectives within each goal and the strategies to accomplish the objectives and goal.

The numbering on objectives is for easy reference and not to designate any priority within objectives.

Advocacy Objectives and Strategies

Goal: Serve as an effective advocacy voice for common ground issues.

Objective 1: Be a convener on community issues.

Strategies

- Bring key issues to Board to select and prioritize issues of regional concern.
- Conduct community assessments on issues to avoid duplication of efforts.
- Identify gaps in current community issues.
- Strengthen and expand outreach to community and member stakeholders and convene the involved groups.

Objective 2: Build coalitions with stakeholders.

Strategies

- Board identifies specific goals for coalition to be formed around.
 - Conduct research on goals and proposed actions on issues that the Board brings forward.
- Identify stakeholders to engage including and beyond existing relationships.
 - Create list of stakeholders for each topic and collect contact information.
- Engage stakeholders with aligned interests to advocate for regional community needs within state and local regions as well as the mega-region.
 - Share information and advocacy opportunities with stakeholders and community.
 - Reach out at the level needed for the topic.
- Leverage member and staff leadership to influence and engage others.
 - Provide media briefings and encourage stakeholder reports on pertinent topics to the region.
 - Extend invitations to coalition partners for items of interest.

Objective 3: Prioritize efforts on influencing legislation, regulation and rule-making

Strategies

- Serve as information resource to legislators on all PPACG issues, leveraging our role as subject matter experts.
 - Provide information to legislators or community when requested and proactively in order to support community leaders and elected officials.
 - Engage staff to testify at state legislature as “Subject Matter Experts” and Board Members as advocates on topics relating to PPACG.
- Facilitate connections between PPACG members and legislative delegation.
 - Plan and facilitate face-to-face discussions, roundtables and forums on relevant and timely topics.
 - Work with lobbyist to maintain awareness of current legislative issues and topics.

- Provide training and information to staff and Board on rules regarding advocacy vs. education efforts regarding legislation.
- Identify regulation that is ineffective or no longer serves a purpose.
 - Analyze effectiveness of existing regulations impacting PPACG programs and members and identify potential improvements.
- Engage proactively on federal reauthorizations (Transportation, Aging, JLUS).
 - Work with lobbyist to be aware of federal reauthorizations and to engage in early stage education.
- Influence rule-making and regulation through education and active communication.
 - Inform Board members when new rules are released for comment and assist members with opportunities to comment and background information on impacts.

Advocacy Vision Group Board Participants; Commissioner Norm Steen, Mayor Neil Levy, Councilmember Jill Gaebler and Councilmember Sharon Thompson

Information Sharing Objectives and Strategies

Goal: Serve as a significant resource for PPACG members to collect and share information with regional partners.

Objective 1: Be a central digital/electronic hub for plans, studies and resources.

Strategies

- Determine what information should be included in the library.
- Research and implement a web-based launch pad/clearing house for information.
- Begin requesting information and shareable data-sets.

Objective 2: Establish a protocol for standardization and sharing of data.

Strategies

- Identify methods and processes to encourage the open exchange of data and information.
- Identify and coordinate with regional data stakeholders to optimize functionality of information and reduce duplication.
- Determine document standards and address data security.

Objective 3: Be a convener for members on cross-community issues.

Strategies

- Establish a process to identify cross community issues with the Board.
- Conduct roundtables with members and subject matter experts on selected issues.

Information Sharing Vision Group Board Participants; Commissioner Peggy Littleton, Commissioner Dick Elsner, Councilmember Sharon Thompson and Collaboration Vision Group members Councilmember Jill Gaebler and Mayor Don Wilson.

Aging Objectives and Strategies

Goal:

Expand and extend senior access, awareness, education, and connectivity to support age-friendly communities and empower individual seniors.

Objective 1: Coordinate, support and advocate for regional efforts to improve transportation for seniors.

Strategies

- Support One Ride and Transportation Service Providers to provide transportation for seniors.
- Explore a regional mobility management program.
- Identify barriers to driving and barriers to transit use.

Objective 2: Strengthen and expand outreach and education efforts to seniors and the general public.

Strategies

- Support development of the Age Friendly Senior Portal.
- Develop efforts to educate community groups like Housing/Building, Businesses or others on the changing needs of seniors.
- Create a marketing and communication plan to educate the community on existence of AAA, our major services, partners and programs.

Objective 3: Collect information and support regional network efforts to increase housing options that are accessible and affordable for seniors.

Strategies

- Raise awareness through convening stakeholders.
- Assist with collection and coordination of information on availability of housing for seniors and identify gaps or needs.

Objective 4: Support and advocate for connectivity efforts for seniors.

Strategies

- Collaborate to increase interactions for home-bound seniors.
- Collaborate and advocate for broadband access and senior friendly technology to include support for tele-medicine.
- Explore and support connections and best practices for stationary and mobile medical service throughout region.

Aging Vision Group Board Participants; Commissioner Dick Elsner, Councilmember Sharon Thompson, Councilmember Yolanda Avila

Transportation Objectives and Strategies

Goal: Maintain and improve a coordinated, validated plan for transportation needs across the PPACG region.

The Pikes Peak Area Council of Governments (PPACG) area includes the Pikes Peak Metropolitan Planning Organization (MPO) and a portion of the Central Front Range Transportation Planning Region (TPR#14). As an MPO, PPACG is federally required to develop a long range transportation plan (LRTP) and transportation improvement program (TIP) for the Colorado Springs Urbanized Area. Transportation Planning Regions (TPRs) are the mechanism by which the State of Colorado plans and programs state transportation funding.

Objective 1: Ensure coordinated transportation planning among entities within the PPACG MPO and between the MPO and Central Front Range TPR.

Strategies

- Conduct a multi-modal transportation study of the PPACG area to improve regional connectivity at the county level.
 - Secure FHWA (MPO) & CDOT (TPR) funding.
 - Identify connectivity of the collector and arterial network for redundancy to the state network.
 - Develop potential project lists that can be used at the discretion of the individual jurisdictions in the MPO, TPR or jurisdictional project selection process.
 - Investigate the jurisdictional desire and need for a bi-annual or quarterly transportation meeting of all the COG jurisdictions of the TPRs.
- Strengthen ties between transportation and economic development by ensuring that as project lists are developed for the MPO Transportation Improvement Program or TPR Development Lists, community partners are consulted to ensure that their transportation needs are considered in the process.
 - Community groups include Military Installations, Economic Development Agencies, Chambers of Commerce, Visitors Centers, Educational Institutions and other groups.
- Research alternative approaches to mobility and congestion relief and make presentations to the Board for further direction.
 - Travel Demand Management such as Ride Share; Van Pool; Guaranteed Ride Home; Tele-work; Express bus and others.
 - Intelligent Transportation Systems Coordination.
 - ITS Architecture Plan (MPO requirement).
 - Smart Cities, including connected and autonomous vehicle infrastructure.
 - Land use policy tool box.
 - Jurisdictions should always maintain their authority over land use policy and decisions. To the extent practical, the Board could direct the COG to develop model policies that individual jurisdictions could adopt or use as a base template for land use policy. The tool box could help improve regional consistency and compatibility between jurisdictions.
- Provide understandable information to the Board and public on the roles associated with the MPO and TPR through visuals, infographics and white papers.

Objective 2: Utilize performance based measurements to develop priority project lists.

Strategies

- As the MPO, performance measurements are a requirement of the federal transportation planning process.

- Educate the public on existing performance measures.
- Ensure PPACG models are appropriately scaled to provide good information to regional decision makers in a cost effective manner.
- Collect appropriate data to make sure the models are kept up-to-date. Data collection cycles should be developed on a cost/benefit basis.
- Share data between agencies whenever possible to reduce duplication within the region and state.
- Consider incorporating performance measures as part of the TPR Project Development list process to the extent practical and consistent with the required MPO measures.

Objective 3: Explore and pursue all funding mechanisms to serve all modes of transportation in the PPACG region.

Strategies

- Update MPO TIP policies and procedures to maximize federal funds available to the region.
- Educate the public on financial resources available to the MPO and TPRs.
- Participate in the state and federal planning and programming policy processes to represent the interests of the COG.
- Monitor available state and federal grant opportunities and notify prospective applicants of the opportunities.
- Upgrade PPACG staff capabilities to assist in the writing and submittal of private, state or federal grants that would bring additional funding into the region.

Transportation Vision Group Board Participants; Commissioner Stan VanderWerf, Councilmember Sharon Thompson, Councilmember Yolanda Avila, Councilmember Andy Pico, and Trustee Turner Smith.

Program Excellence Objectives and Strategies

Goal: Continue to excel in the key fundamental areas of PPACG: Military support, Environmental programs, Transportation, Area Agency on Aging, and regional communication and collaboration.

Objective 1: Maintain and strengthen the excellent collaborative relationship with the military community in the region.

Strategies

- Complete the Joint Land Use Study for the five military installations within the region.
- Support the implementation of the Joint Land use study with the region.
- Continue to support the economic growth, transportation and other needs of the military where possible.

Objective 2: Continue to support effective environmental programs that support regional efforts.

Strategies

- Continue to protect air and water quality by collaborating with stakeholders throughout the region.
- Be proactive in cross community environmental issues such as wildfire mitigation, storm water, and other regional concerns through collaborative efforts.

Objective 3: Continue to support partnerships and relationships between CDOT and member entities.

Strategies

- Continue the collaborative efforts of the Transportation Advisory Committee.
- Continue to be proactive in staff efforts to assist in regional efforts.

Objective 4: Continue to support current Area Agency on Aging programs.
Strategies

- Continue to provide funding for senior meal programs, transportation, caregiving, information and assistance and insurance information.

Objective 5: Enhance our strong, collaborative, regional Board of Directors by continuing to inform the board on the available opportunities.

Strategies

- Ensure smaller communities are aware of the DOLA mini-grant opportunities.
- Provide information to the Board on available grant opportunities.
- Continue to encourage Board Members to share information and concerns for each of their communities through regular meetings and other methods.

Implementation Plan

The Strategic Plan can only be effective if it is integrated into normal staff activities and regularly monitored by the PPACG Board of Directors. PPACG staff has been challenged with incorporating the recommendations for enhancing existing services identified in this strategic plan into their Annual Work Programs and the Area Agency on Aging 4-year plan. This process will serve the basis of an annual Strategic Plan evaluation and bi-annual reporting system.

The Strategic Plan will be something that will take time to implement and is planned to be done in stages. Full implementation of all of the services proposed in this plan will likely require additional funding. Ideally, increases in funding should be repetitive in nature as opposed to grants or other one-time opportunities. PPACG should conduct a reevaluation of its current funding streams. Once the Annual Work Program evaluation is complete, recommendations are to be made for any changes to the existing funding streams, which will then be reviewed by the Board.

Lastly, the Strategic Plan and its implementation should be publicly available to increase awareness of and access to the services being provided through PPACG. As such, it will be a part of the website, outreach and regular meeting updates.

PPACG Timeline

1960 - Population of Pikes Peak region totals 148,000 with a population density of 759 people per sq. mi in Colorado Springs

1962 - Congress passes Federal Aid Highway Act, encouraging regional transportation planning

1963 - Colorado passes law enabling “regional planning commissions” like PPACG to form

Founding Members

El Paso County
Population – 699,232
Size – 1,130 sq. mi
Incorporated - 1871

City of Woodland Park
Population 7,390
Size 6.61 sq. mi
Incorporated – 1891

Town of Palmer Lake
Population 2,637
Size 3.11 sq. mi
Incorporated – 1889

City of Manitou Springs
Population – 5,317
Size 3.12 sq. mi
Incorporated – 1888

City of Colorado Springs
Population – 559,409
Size – 195.11 sq. mi
Incorporated – 1886

City of Fountain
Population – 28,753
Size 25 sq. mi
Incorporated – 1903

Town of Green Mountain Falls
Population - 667
Size 1.07 sq. mi
Incorporated – 1880

- 1965** - Congress passes Older Americans Act
- 1966** - NORAD combat operations center opens its headquarters in Colorado Springs
- 1967** - PPACG is born. Original members include El Paso County, Colorado Springs, Manitou Springs, Green Mountain Falls, Woodland Park, Palmer Lake, and Fountain
Air Quality Act provides \$428 million to fight air pollution.
In the United States
- 19.1 million People were 65 or older in the United States
 - Motor vehicle registrations in United States approach 100 million (the population, including non-drivers, totals 200 million)
 - 3.4 million Active duty military personnel
- 1968** - Population of planning area was 225,700
- 1969** - There was a 143 percent increase in household vehicles.
Congress passes National Environmental Protection Act (NEPA)
- 1970** - PPACG adopts first Regional Land Use Plan
Teller County, Cripple Creek, Fairplay, and Calhan join PPACG
Congress passes Clean Air Act
- 1971** - PPACG named criminal justice planning agency
Catalytic converter appears on new cars
PPACG adopts Pikes Peak Regional Open Space Plan
Federal Ombudsman Program is created
- 1972** - Colorado Springs was 84 square miles
Fort Carson was 81 square miles
DDT is banned
Congress passes Clean Water Act
- 1973** - PPACG designated Area Agency on Aging
Military installations become honorary members of PPACG
Park County joins PPACG
- 1974** - PPACG named water quality planning agency
PPACG jointly managed comprehensive health planning with the Pikes Peak Region Health Planning Council, headed by Representative Joel Hefley
PPACG forms a military liaison committee
- 1976** - PPACG named metropolitan planning organization
The PPACG Area Agency on Aging Information and Referral Service program begins operations
- 1978** - PPACG named air quality planning agency
- 1979** - PPACG publishes region's first trail guide
PPACG's members have grown to include El Paso County, Colorado Springs, Manitou Springs, Fountain, Monument, Palmer Lake, Monument, Green Mountain Falls, Woodland Park, Park County and Fairplay

Members

Park County
Population – 16,510
Size – 2,211 sq. mi
Incorporated -1861

Teller County
Population – 23,385
Size – 559 sq. mi
Median Age - 49
Incorporated -1899

Alma
Population - 270
Size - 0.36 sq. mi
Incorporated - 1873

Calhan
Population-780
Size - 0.87 sq. mi
Incorporated – 1919

Cripple Creek
Population – 1,189
Size - 1.53 sq. mi
Incorporated – 1892

Fairplay
Population - 704
Size - 1.15 sq. mi
Incorporated – 1872

Town of Monument
Population 6,556
Size - 6.8 sq. mi
Incorporated –1879

Town of Ramah
Population 127
Size - 0.24 sq. mi
Incorporated – 1927

Victor
Population - 403
Size - 0.27 sq. mi
Incorporated – 1894

- 1980** - The Acacia Nutrition and Multi-purpose Program consolidated under Title III, making PPACG responsible for allocating money and general administration of the meal program.
In the United States
- 25.5 million People were 65 or older in the United States
 - Motor vehicle registrations in United States are at 155.8 million (the population, including non-drivers, totals 226.5 million)
 - 2.05 million Active duty military personnel
- 1988** - PPACG forecasts 2000 population 511,280 and employment at 249072
- 1990** - Department of Local Affairs Assistance Program begins in an efforts to help smaller communities in the region who have been impacted by economic shifts
- 1991** - Congress passes first comprehensive transportation legislation known as Intermodal Surface Transportation Efficiency Act
- 1995** - Eighty percent of households have at least one vehicle for each of its drivers
- 1999** - First hybrid automobile (powered by both a rechargeable battery and gasoline) hits mass market in United States
Congress passes the Transportation Efficiency Act for the 21st Century (TEA-21)
- 2000** - U.S. freight railroads move 1.47 trillion ton-miles of freight, more than ever before, setting new safety records in the process
El Paso County's population was 516,929
Park County's population was 14,523
Teller County's population was 20,555
1988 forecasts for population come in within 1% of the projections with a population of 516,929 and employment at 250,087
- 2001** - Fountain Creek Watershed plan completed by PPACG
- 2002** - SpaceX founded to revolutionize space technology, with the ultimate goal of enabling people to live on other planets
- 2003** - PPACG approves Title III/State funding of current services, which includes 31 different service programs provided by 16 subcontractors and PPACG AAA itself. These services include Transportation, Homemaker/Personal Care, Telephone Reassurance, Rural Home-Delivered Frozen Meals, Congregate Meal Sites, Legal Assistance, Ombudsman, Senior Information and Assistance, Medical Insurance Counseling, Home Safety Renovations, Low-Income Dental Treatment (State funds), Medication Management, Vision Aid (State Funds), Family Caregiver Services, Program Development, and Coordination throughout the three-county region
- 2004** - Voters in El Paso County, Colorado Springs, Green Mountain Falls, and Manitou Springs vote to form the Pikes Peak Rural Transportation Authority
- 2005** - Pikes Peak Area Agency on Aging (PAAAA) hosted the Southern Region Colorado Governor's White House Conference on Aging
Congress passes new transportation legislation, known as SAFE-TEA-LU, with \$385,000,000 worth of earmarks for Colorado
Population of Pikes Peak region surpasses 600,000
- 2006** - PPACG launches Military Impact Planning program

In the United States

- 36.8 million People are 65 or older
- 237.2 million motor vehicle registrations out of 298.4 people
- 1.4 million Active duty military personnel

2007 - Emissions testing ends in Pikes Peak region

Powers Boulevard/State Highway 21 route established on October 1, 2007

2008 - Colorado's GDP increased by 2.9% from 2007, during the recession

2009 - The Fountain Creek Watershed Flood Control and Greenway District created

2011 - Peak Military Care Network takes shape and publishes 1st assessment report

2012 - PPRTA 2 passes, incorporating new communities and a new list of projects

2013 - PPACG serves as a Connect for Health Colorado Assistance Site

Peak Military Care Network transitions from PPACG to National Homeland Defense Foundation

2014 - PPACG awarded "Ego-logical" grant through the Federal Highway Administration

2015 - Cimarron and I-25 Interchange breaks ground

Between 2010 and 2015, Colorado's growth in its 65 plus population was 3rd fastest in the US at over 29%

The Fixing America's Surface Transportation (FAST) Act is passed by Congress

2017 - PPACG turns 50 with a Colorado Springs population density of 2,388 per sq. mi

In the United States

- 47.8 million People are 65 or older estimated
- 260.3 million motor vehicle registrations expected for a population total of 322.8 million people)
- 2.3 million military personnel estimated