

Strategic Plan Refresh: Updated Framework, Goal Categories, and Priorities

Aligning City Council's policy direction with community priorities and the City Manager's operational approach to delivering measurable results.





Strategic Visioning & Why We Refreshed the Strategic Plan

Why We Refreshed the Strategic Plan

Commerce City's 2024–2028 Strategic Plan is a living document that reflects our community's values, emerging needs, and long-term aspirations on a 5-year cycle. As our city continues to grow and evolve, it is essential that the plan guiding our policy direction remains current, relevant, and responsive. The refresh process ensures that Council's priorities continue to reflect what residents expect from their local government and that our strategic goal categories stay aligned with the realities and opportunities shaping Commerce City today.

Grounded in Community Direction and Council Leadership

This refresh incorporates updated **Goal Categories**, **Goal Statements**, and **Strategic Plan Priorities** established in **2026** by **City Council**, ensuring the Strategic Plan reflects the community's direction and evolving needs. These updates strengthen the Strategic Plan's role as Council's policy roadmap—clarifying the outcomes Commerce City is working toward and why they matter for the community.

The refreshed framework is also aligned with the City Operations Plan, which translates **Council's "What and Why"** into the **City Manager's "How."** This alignment creates a clearer and more transparent connection between Council's long-term vision and the coordinated departmental work that delivers day-to-day services.

Together, these updates provide a stronger foundation for future strategic visioning and will inform the development of the **next Strategic Plan**. This refresh is not a single-year update; it establishes a focused two-year period that carries the organization through the remainder of the current 2024–2028 Strategic Plan cycle. The refresh will stand as the guiding strategic framework from January 1, 2027 through December 31, 2028, ensuring continuity and alignment until the next full strategic planning cycle begins.

A Clear, Actionable Roadmap for Residents and the Organization

The refreshed **"What and Why"** provide a simplified, outward-facing framework so residents and businesses can clearly understand the City's goals, how priorities were chosen, and how progress will be measured. Each Strategic Goal Category now connects directly to refined Goal Statements and updated Strategic Plan Priorities, offering a transparent roadmap for where Commerce City is headed. The refreshed framework and methodology strengthen accountability, align programs and investments with what matters most, and help ensure the City continues building a thriving future for all who live, work, and visit here.



New Goal Categories

In March 2026, Commerce City Council and city leadership came together during the 2026 Council Retreat to establish a shared vision for the future of our community. The retreat resulted in six updated Strategic Goal Categories that will guide future decisions on city services, programs, infrastructure and investments:

- **Economic Investment & Opportunity**
- **Safe & Thriving Community**
- **Healthy, Connected, & Sustainable Environment**
- **Housing for All Stages of Life**
- **Mobility, Infrastructure, & Regional Connectivity**
- **Trusted, Transparent, & Accountable Government**





Goal Categories, Statements, and Priorities

Economic Investment & Opportunity

Goal Statement: Advance a resilient and diverse local economy by expanding quality job opportunities, strengthening retail and commercial vitality, and fostering conditions where businesses can grow, innovate, and contribute to long-term community prosperity.

Priorities:

1. **Strengthen commercial corridors as vibrant economic destinations** through coordinated beautification, safety improvements, and targeted business development that reflect expectations for accessible dining, retail, and services.
2. **Grow and diversify the local business base** by supporting small businesses, expanding entrepreneurial pathways, and recruiting employers that broaden tax and job opportunities.
3. **Develop workforce-aligned employer partnerships** that connect residents—including youth—to career pathways and emerging economic sectors.
4. **Elevate economic transparency and communication** so residents, businesses, and investors understand market conditions, opportunities, and outcomes.
5. **Ensure economic growth aligns with long-term sustainability and reinforces community-desired** uses, neighborhood vitality, and equitable prosperity

Safe & Thriving Community

Goal Statement: Promote a community where all residents feel safe, supported, and connected by enhancing public safety responsiveness, investing in crime prevention partnerships, and improving social and behavioral health supports.

Priorities:

1. **Improve traffic safety citywide** through design, enforcement, education, and corridor-specific interventions that address persistent speeding, reckless driving, and unsafe crossings.
2. **Expand proactive neighborhood-based policing and prevention strategies** that build trust and strengthen visibility in areas of highest concern.
3. **Strengthen behavioral health and community well-being partnerships** focused on youth support, crisis response, and prevention.
4. **Enhance environmental conditions that promote lived safety**, including lighting, property maintenance, nuisances, and cleanliness, especially in corridors with repeated concerns.
5. **Build a community-first safety culture** through outreach, collaboration with residents, and visible engagement from police, fire, and service teams.



Goal Categories, Statements, and Priorities

Healthy, Connected, & Sustainable Environment

Goal Statement: Protect and enhance the natural and built environment through investments in parks, open spaces, sustainability practices, and amenities that support well-being, resilience, and quality of life.

Priorities:

1. **Invest in parks, trails, and recreation amenities** that support all ages and elevate equitable access across north and south neighborhoods.
2. **Advance community beautification and visual pride** through landscaping, tree canopy expansion, medians, trash/weed control, and public space activation.
3. **Improve environmental resilience** by strengthening water systems, air quality monitoring, sustainability initiatives, and wildfire risk mitigation in open spaces.
4. **Enhance community identity and cohesion** through place-making, public art, and inclusive programming.
5. **Expand regional partnerships** to protect natural assets, leverage funding, activate open spaces, and improve long-term environmental health.

Housing for All Stages of Life

Goal Statement: Expand access to safe, attainable, and diverse housing options by coordinating policies, partnerships, and investments that meet needs across life stages while strengthening long-term neighborhood stability.

Priorities:

1. **Increase the diversity of housing types** for seniors, young adults, families, and multi-generational households.
2. **Stabilize and strengthen existing neighborhoods** through preservation strategies, quality standards, and coordinated code and infrastructure supports.
3. **Align housing growth with infrastructure capacity** to ensure sustainable service levels and fiscal health.
4. **Expand partnerships with developers, housing authorities, and service providers** to increase affordable and supportive housing options.
5. **Improve housing stability and resident protections** through education, compliance tools, rental support, and clearer information about housing costs.





Goal Categories, Statements, and Priorities

Mobility, Infrastructure, & Regional Connectivity

Goal Statement: Deliver reliable, well-maintained transportation and infrastructure systems that improve mobility, enhance safety, and strengthen regional connections.

Priorities:

1. **Build a connected multimodal network** with safe sidewalks, trails, crossings, and ADA-compliant routes across all neighborhoods.
2. **Improve corridor safety and operations** through traffic calming, lighting, congestion management, and modernized traffic operations technology.
3. **Enhance north-south and east-west mobility** through targeted investments and strategic project sequencing aligned with growth.
4. **Strengthen regional transportation partnerships** to expand transit access, micro-transit opportunities, and multimodal connectivity.
5. **Ensure infrastructure maintenance and investment keeps pace with development**, reflects community expectations, and supports long range sustainability.

Trusted, Transparent, & Accountable Government

Goal Statement: Strengthen trust in local government through transparent communication, responsive customer service, sound financial stewardship, and a high-performing organization.

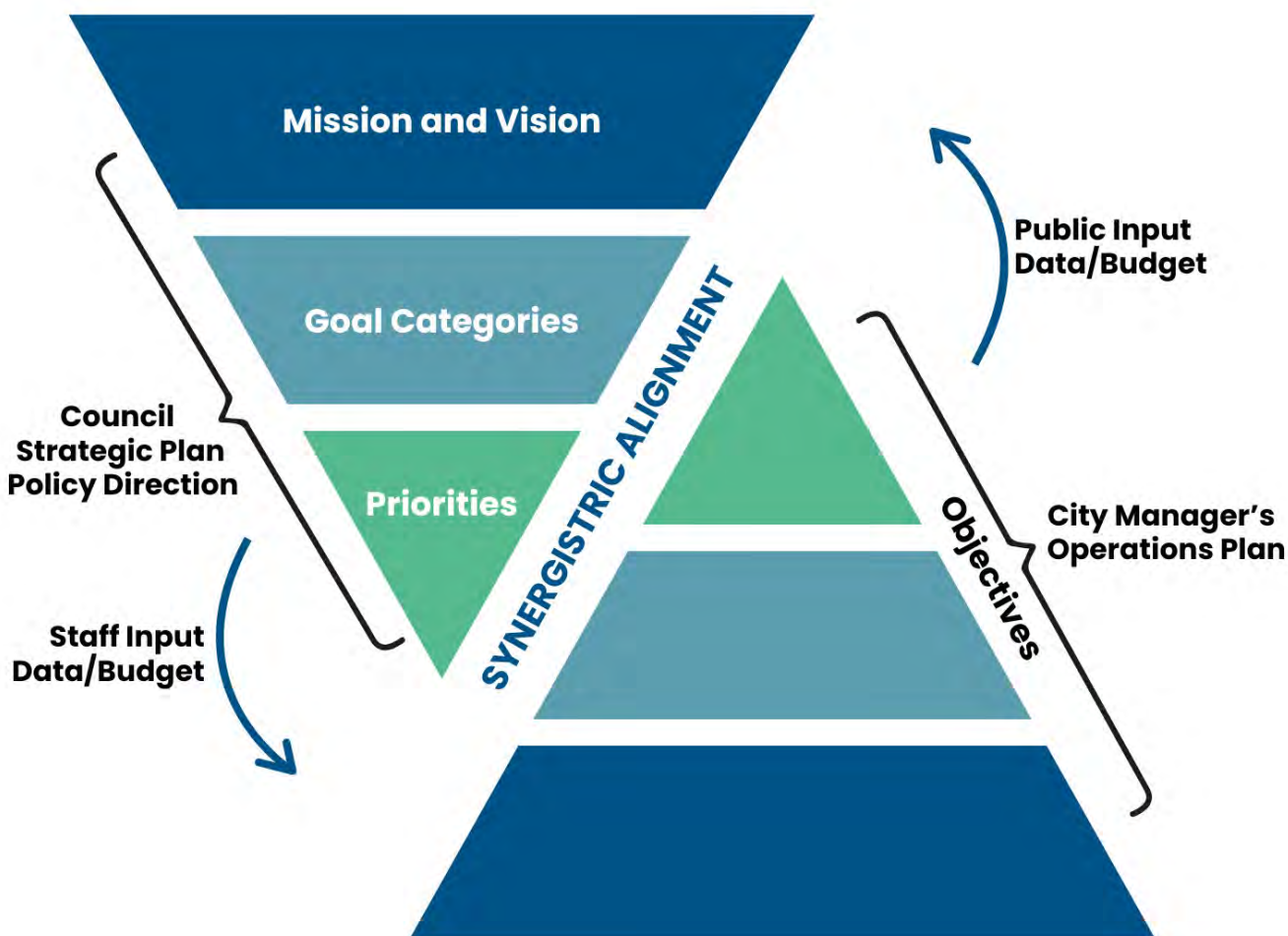
Priorities:

1. **Improve customer experience and service delivery** through simplified processes, bilingual support, increased communication, and continuous improvement practices.
2. **Advance transparency and accountability** in decision-making, financial stewardship, project communication, and outcome reporting.
3. **Strengthen internal coordination and alignment** so departments work seamlessly to deliver on Council priorities and community expectations.
4. **Modernize technology and secure digital infrastructure** to support reliable operations and safeguard resident data.
5. **Build a sustainable, well-supported workforce** through professional development, succession planning, and strategic partnerships.





Strategic Plan Refresh Framework & Methodology



How Council Sets the Direction: The “What and Why”

City Council defines the community’s priorities and long-term outcomes. These are expressed through the Strategic Plan’s **Goal Categories**, **Goal Statements**, and **Strategic Plan Priorities**—all of which articulate what the City aims to achieve and why those outcomes matter for residents. Council’s direction is intentionally high-level, outward-facing, and rooted in community expectations, data, and values. This ensures Commerce City remains aligned with the needs of a growing, evolving community.

How the City Manager Delivers Results: The “How, Where, and When”

The City Manager translates Council’s priorities into clear, measurable **Operational Objectives** that guide departmental work and day-to-day service delivery. These objectives outline how the organization will advance Council’s vision through coordinated tactics, investments, programs, and service improvements but are **not part of the Strategic Plan**. Operational Objectives are internal, action-oriented, and tied to the annual budget cycle and organizational performance expectations. The metrics serve as a companion to both the Strategic Plan and Operational Plan, providing measurable indicators to help monitor organizational performance.



Strategic Plan Refresh Framework & Methodology

Synergistic Alignment: Transparency, Accountability, and Measurable Results

This refreshed framework strengthens Commerce City's ability to demonstrate progress through a shared, integrated structure:

- **Council establishes the policy direction**

(Goal Categories → Goal Statements → Strategic Plan Priorities)

- **City Manager translates policy into operations**

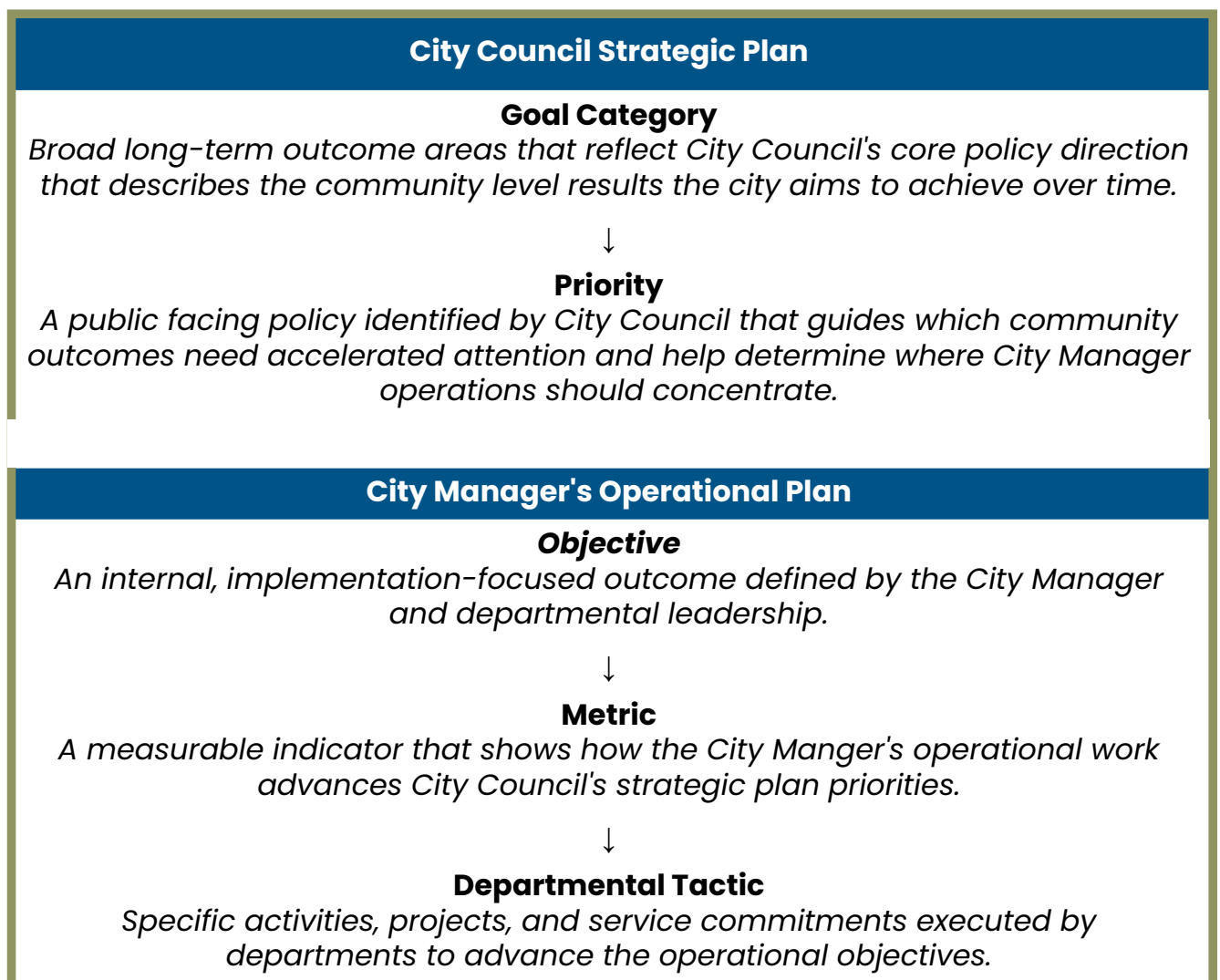
(Operational Objectives → Departmental Tactics)

- **Performance metrics connect operations to outcomes**

Metrics drawn from Operational Objectives show how the city is advancing Council's priorities.

- **Regular reporting keeps Council and the community informed**

Quarterly updates and annual reviews ensure transparent progress tracking and clear insight into where adjustments may be needed.

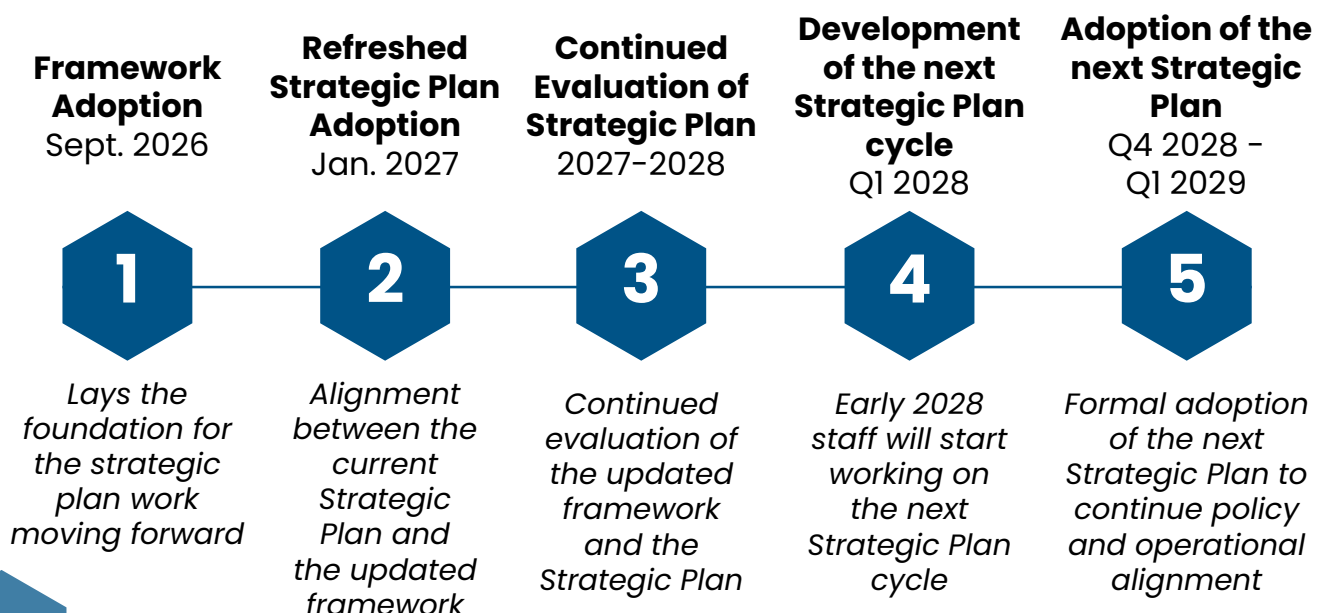




Synergistic Alignment

	Strategic Plan Goal, Priorities (Council "What & Why")	City Manager Operational Objective ("How, Where & When")
Focus	Outward-facing community impact; measurable but non-tactical	Operational steps, systems, processes, and measurable output indicators
Level	High-level, directional; sets expectations	Nuts-and-bolts implementation guidance
Time Horizon	12–24 months (aligned with Council priorities)	Annual or biennial operations cycle
Contains Tactics?	No	Yes – converted later into departmental actions
Ownership	City Council	City Manager
Basis for CM Metrics?	Yes – defines what must be measured	Yes – provides the operational data that populates CM metrics

Post-Adoption Timeline





Refreshed Terminology

Goal Category

A broad, long-term outcome area that reflects City Council's core policy direction for Commerce City. Each Goal Category expresses the community-scale results the City aims to achieve over time.

Goal Statement

A concise expression of the future condition Council seeks within a Goal Category. Goal Statements articulate the intended direction and purpose behind Council's chosen priorities.

Strategic Plan Priority (Council-controlled)

A high-level, measurable area of focus selected by City Council for near-term (12–24 month) advancement.

These priorities define what outcome requires sharpened attention and guide the City Manager on where operational efforts should concentrate.

City Manager Operational Objective (CM-controlled)

Describe **how, when, and where** the City Manager will exercise efficient administration and generally supervise the functions of staff to advance City Council's Strategic Plan Priorities. The City Manager's Operations Plan shall be the repository for developed objectives that guide the specific departmental actions, resource alignment, and internal coordination required to implement Council policy guidance and leadership. Quantifiable indicators, aka performance metrics, will measure the progress from the operational sources that reflect how the organization is advancing Council's priorities. Each metric will be designed to be clear, reasonable, objectively measurable, and contain identifiable and specific deliverables that are possible to achieve.

Metrics

Quantifiable indicators that measure progress toward each City Manager Operational Objective. Metrics align with Council's Strategic Plan priorities – defined through the updated Goal Categories and Strategic Plan Priorities– and with the objectives and actions in the City Manager's Operation Plan. Each metric is designed to be clear, operational, and directly tied to Council's policy direction. The data that populate these metrics come from operational sources that reflect how the organization is advancing Council's priorities.

Tactics / Department Actions

The specific projects, activities, and service commitments executed by departments to advance Operational Objectives. These **are not included in the Strategic Plan**—they appear within the Operations Plan and guide day-to-day implementation.



Keeping Track of Progress

Quarterly Reporting

- Provide Council with a visual illustration of Strategic Plan Priority progress.
- A snapshot of City Manager metric progress.
- A narrative summary of operational adjustments, capacity shifts, or emerging trends, focused on metrics, not a deep dive into departmental tactics.

Strategic Plan Dashboard

Quarterly Strategic Plan Dashboard updates that mirror Council's quarterly reporting cadence, providing residents with an accessible and transparent view of performance.

Annual Reporting

- A comprehensive summary of annual performance
- Identification of any refreshed or adjusted Strategic Plan Priorities
- Corresponding updates to City Manager Operational Objectives, if Council modifications require shifts in operational direction

Real-Time Transparency

Commerce City will continue using timely, accessible communication tools to keep Council and residents informed about major initiatives and community impact milestones.

Action Alerts

To support ongoing transparency, the City may share updates through:

- Council email notifications
- Updates to public dashboards
- Featured content on the City's website
- Select social media posts highlighting meaningful progress

These updates help ensure that both Council and the community receive clear, real-time insight into work underway across departments.

Regular Community Engagement & Feedback

A routine process for gathering resident input on how the City is performing and where community needs are evolving

- Conducted annually or every 24 months
- Provides insight that informs Goal Categories, Strategic Plan Priorities, and operational focus areas.
- Ensures ongoing alignment between Council direction, organizational performance, and community expectations.

Annual Strategic Alignment

Each year, City Council's Strategic Plan and the City Manager's Operations Plan will be reviewed together to ensure continued alignment. This annual discussion provides an opportunity to affirm priorities, consider refinements, and ensure the City's operational direction remains responsive to Council's goals and community needs.