Pikes Peak Area
Council of Governments

Communities Working Together

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.

Strategic Plan

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ABOUT THE PIKES PEAK AREA COUNCIL OF GOVERNMENTS

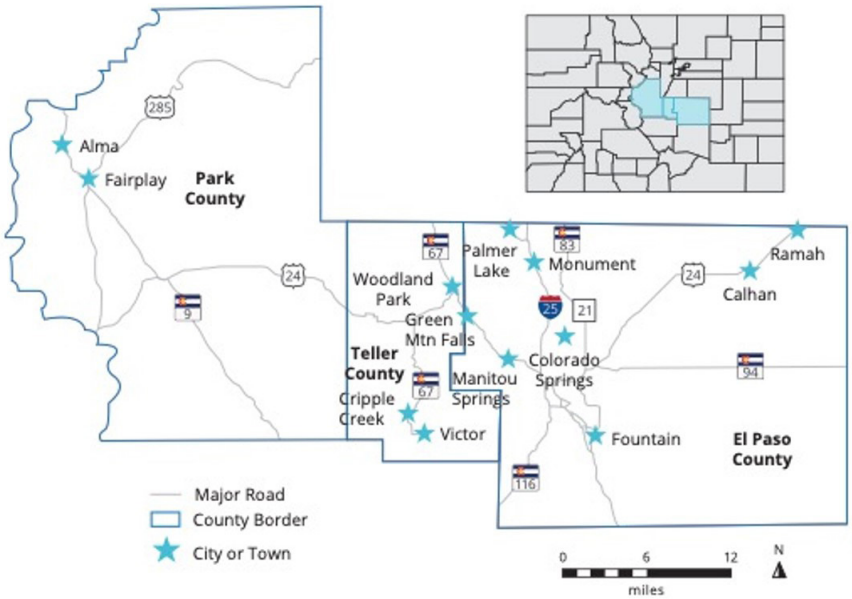
PPACG is a voluntary organization of local governments serving the Pikes Peak region's cities, towns, and counties. The governing body of PPACG, the Board of Directors, is composed of elected officials appointed by the member governments.

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



PPACG
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

Pikes Peak Area Council of Governments
Communities Working Together

MEMBER GOVERNMENTS

Counties

El Paso County
Park County
Teller County

Cities

Colorado Springs
Cripple Creek
Fountain
Manitou Springs
Victor
Woodland Park

Towns

Alma
Calhan
Fairplay
Green Mtn. Falls
Monument
Palmer Lake
Ramah

LETTER FROM THE **EXECUTIVE DIRECTOR**

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

Each Strategic Goal and its Objectives and Strategies were developed by small groups of board members. Many thanks to these board members.

Advocacy Strategic Plan Update Group:
Yolanda Avila, Norm Steen, Holly Williams, Sharon Thompson

Information Sharing Strategic Plan Update Group:
Sharon Thompson, Glant Havenar, Don Wilson

Aging Strategic Plan Update Group:
Val Carr, Yolanda Avila, Holly Williams, Sharon Thompson

Transportation Strategic Plan Update Group:
Holly Williams, Norm Steen, Sharon Thompson, Glant Havenar

Program Excellence Strategic Plan Update Group:
Cami Bremer, Andy Pico, Sharon Thompson

STRATEGIC PLAN
GOALS

Advocacy
Serve as an effective advocacy voice for common ground issues.

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

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

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

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

Each of the following goal sections defines the goal, provides objectives within each goal and the highlights some of 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

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.
- Collaborate on member government staff training opportunities.
- Including but not limited to legislative advocacy vs. education, project delivery management, new manager mentorship, cost efficiency training, etc

Objective 2: Build coalitions with stakeholders.

Strategies

- Board identifies specific goals for coalition to be formed around. By conducting research on issues the board identifies
- Identify stakeholders to engage including and beyond existing relationships.
- 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

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 with face-to-face discussions, roundtables and forums on relevant and timely topics.
- Engage proactively on federal issues of PPACG concern.
- Influence rule-making and regulation through education and active communication.

INFORMATION SHARING

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 content and functionality should be included in the regional document hub, and implement an appropriate web-based solution.
- PPACG will develop a set of naming conventions to tag these files for easy retrieval.

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

Strategies

- Establish a regional GIS user Group.
- Focus on compatibility of data not ownership of data.
- Establish protocols for sharing data.
- Work with local colleges on GIS and information sharing *Also in Advocacy.

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

Strategies

- Conduct roundtables with members and subject matter experts on selected issues.
- Establish an annual Regional Assembly; A forum to discuss issues of regional concern to set the stage for regional cooperation on issues that are not contained within jurisdictional boundaries.
- Support and participate in community planning processes and provide community planning technical assistance when possible to member governments.
- Support the development of communication groups for information exchange.

AGING

EXPAND AND EXTEND SENIOR ACCESS, AWARENESS, EDUCATION, AND CONNECTIVITY TO SUPPORT AGE-FRIENDLY COMMUNITIES AND EMPOWER INDIVIDUAL SENIORS.

Objective 1: Human Services Mobility Management. Coordinate mobility options that provide freedom of mobility for the region's senior population.

Strategies

- Administer the region's FTA 5310 funds.
- Foster cooperation between the region's Human Service Providers to help streamline service delivery and optimize available funding.
- Enhance the rider's experience by working collaboratively with area mobility providers to provide a seamless mobility network.
- Serve as a regional information source for all senior mobility needs.
- retrieval.

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

Strategies

- Create a marketing and communication plan to educate the community on existence of AAA, our major services, partners and programs.
- Support online resources and expand traditional information sources for older adults.
- Communicate the changing needs of seniors in our community.
- Educate older adults on opportunities for emotional and social connection to reduce social isolation.

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.
- Advocate for senior housing needs through collaboration and education.
- Provide outreach to increase community awareness of senior housing needs.

AGING CONTINUED

Objective 4: Support and advocate for technology access for seniors.

Strategies

- Advocate for broadband or highspeed internet access availability for seniors.
- Support and collaborate to provide education for seniors on how to use technology resources for personal and medical needs.
- Continue to support provider expansion into tele-health and human service.

TRANSPORTATION

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.
- Provide understandable information to the Board and public on the roles associated with the MPO and TPR through visuals, infographics and white papers.
- Right-size efforts to optimize results on a cost-effective basis.

TRANSPORTATION CONTINUED

Objective 2: Use performance based measurements to develop the regional long-range plan and TIP project priority 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.

Objective 4: Provide regional planning and recommend potential policies/strategies for multimodal transportation options that may impact the region and the broader mega-region, such as, but not limited to:

- Express commuter bus – Monument to Downtown COS, Fountain to Downtown COS and Falcon/Black Forest to Downtown COS.
- Front range passenger rail
- Micro-mobility options (scooters, bikes, etc.)
- Autonomous vehicles
- Ride share efforts

PROGRAM EXCELLENCE

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

- As the MPO, performance measurements are a requirement of the federal Promote the outcomes of Joint Land Use Study for all military installations within the region.
- Implement recommended actions from the Joint Land Use Study in collaboration with regional partners.
- Connect military and civilian representatives and facilitate meetings on critical military issues as they arise.
- Facilitate and support future joint community-military planning efforts related to land use, installation growth management, and planning for anticipated military mission needs, including the U.S. Space Force.
- Continue to support the economic growth, transportation and other service delivery to meet the needs of the military where possible.

Objective 2: Maintain and improve air and water quality efforts throughout the Pikes Peak Region to protect human health and the environment.

Strategies

- Implement recommendations and strategies within the 2019 Water Quality Management (208) Plan.
- Develop and implement a regional air quality improvement plan through the EPA Ozone Advance program.
- Provide educational opportunities and outreach opportunities to stakeholders and the general public.
- Continue to support partnerships and relationships between CDPHE, EPA, local governments and environmental organizations.
- Be proactive in cross community environmental issues such as wildfire mitigation, storm water, and other regional water and air quality concerns though collaborative efforts.

PROGRAM EXCELLENCE CONTINUED

Objective 3: Continue to support partnerships and relationships between CDOT, neighboring regions 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.
- Support collaboration between transportation entities and the military on regional transportation needs.

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

Strategies

- Ensure programs and funding are supporting the health and welfare needs of aging populations
- 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.
- Ensure federal and state funds are not returned.

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

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

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 249,072

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 (PPAAA) 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

2006 - 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 though 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. mile
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