

MAYOR AND COUNCIL COMMUNICATION

DATE: October 21, 2025

TO: Mayor and Council

FROM: Dr. Crystal Caldera, City Manager

SUBJECT: Approving a resolution adopting the 2025 City of Leon Valley strategic plan by updating its goals and objectives for the future

SPONSOR(S): N/A

PURPOSE & BACKGROUND

The purpose of the Strategic Plan is a systematic process by which a community anticipates and plans for its future, and the way to anticipate the future is through the development of goals and objectives that map the direction to reach that desired future. The project began with updating the City's Mission and Vision Statement, which was completed in March of 2024. The City received feedback both in person and online and requested that the City Manager draft the goals and objectives. The City Manager received final feedback at the council meeting on 9/2/2025. The following are the 2025 revisions to the City's Goals and Objectives:

Goals:

A. Economic Development: To foster sustainable economic growth in Leon Valley by attracting and supporting diverse businesses, enhancing infrastructure, and creating a vibrant community that promotes job creation, innovation, and a high quality of life for residents and visitors.

Objectives:

- 1. Business Attraction & Retention** – Develop incentive programs, support strategic partnerships, and streamline permitting processes to attract new businesses while supporting the growth and retention of existing enterprises in Leon Valley.
- 2. Infrastructure & Development** – Invest in critical infrastructure improvements, such as roads, utilities, and broadband, to create a business-friendly environment and support future economic expansion. Review, create and enforce codes that assist in stimulating declining commercial areas and that impact Economic development.
- 3. Workforce Development** – Partner with educational institutions and local businesses to provide job training, career development programs, and employment opportunities that meet the evolving needs of the workforce.
- 4. Revitalization** – Enhance commercial districts and revamp underutilized properties by supporting low-density/mixed-use developments that contribute to a vibrant and dynamic local economy. Support smart urban planning that balances economic progress with environmental and social responsibility.
- 5. Marketing & Promotion** – Implement targeted marketing campaigns to showcase Leon Valley's strengths, attract new investment, and position the city as a premier destination

for businesses, residents, and visitors.

B. First Responders: To build a strong, resilient, and connected community by fostering collaboration between residents and first responders, including Police, Fire, and EMS.

Objectives:

1. **Enhance Public Safety Resources** – Invest in modern equipment, advanced technology, other resources, training and facility upgrades to ensure Police, Fire, and EMS have the necessary tools to respond effectively to emergencies.
2. **Community Engagement & Outreach** – Develop programs such as neighborhood watch groups, citizen academies, and public safety workshops to strengthen relationships between first responders and residents.
3. **Emergency Preparedness & Training** – Conduct regular emergency drills, CPR and first aid training, and disaster response classes to improve community readiness and resilience.
4. **Recruitment & Retention of First Responders** – Implement competitive pay, benefits, and professional development opportunities to attract and retain highly skilled public safety personnel. Finance an increase in staffing levels that support the staff utilization study.
5. **Collaborative Public Safety Initiatives** – Establish partnerships between law enforcement, fire services, EMS, other local agencies and community organizations to address crime prevention, fire safety, and emergency medical response through joint efforts and shared resources.

C. Infrastructure: To enhance the quality of life in Leon Valley by investing in sustainable infrastructure and a strategic capital improvement plan that supports growth, safety, and economic vitality.

Objectives:

1. **Enhance Transportation & Roadways** – Support plans and initiatives that improve streets, sidewalks, and traffic management systems to increase safety, reduce congestion, and promote accessibility for all residents.
2. **Upgrade Utilities & Public Services** – Agree to budget for initiatives that invest in water, sewer, and drainage infrastructure to ensure reliability, sustainability, and capacity for future growth.
3. **Expand & Maintain Public Facilities** – Advocating for renovations and construction of city buildings, parks, and recreational spaces to support community services, public safety, Americans with Disabilities Act (ADA) compliance, and quality-of-life initiatives.
4. **Implement Smart Growth & Sustainability Initiatives** – Continue to integrate environmentally friendly practices, energy-efficient infrastructure, and green spaces into capital projects to promote long-term sustainability.
5. **Secure Funding & Partnerships** – Assess ongoing capital needs through the continuation of a 10-year capital plan, support budget for needed plans on future projects and identify grant opportunities, public-private partnerships, and innovative financing solutions to fund critical infrastructure projects without overburdening taxpayers.

D. Environment: To promote a cleaner, healthier, and more sustainable future for Leon Valley

by implementing eco-friendly initiatives, conserving natural resources, and reducing the city's environmental footprint.

Objectives:

1. **Enhance Waste Reduction & Recycling Programs** – Maximize recycling, composting, and waste reduction initiatives to minimize landfill use and promote responsible waste management.
2. **Promote Energy Efficiency & Renewable Energy** – Invest in energy-efficient infrastructure, encourage the use of renewable energy sources, and support sustainability practices in city operations and new developments. Reinforce low-impact development parking areas for both city & privately owned developments to reduce localized flooding.
3. **Improve Water Conservation & Quality** – Implement programs to reduce water consumption, enhance stormwater management, and protect local waterways from pollution.
4. **Engage the Community in Environmental Stewardship** – Launch and support educational campaigns, volunteer clean-up events, and incentive programs to encourage residents and businesses to adopt sustainable practices. Adopt policies to reduce vehicle emissions and lessen environmental hazards.

E. Recreational Green Space and Parks: To develop and maintain high-quality parks, recreational green spaces, and wellness-focused areas that encourage physical activity, environmental stewardship, and community engagement.

Objectives:

1. **Enhance and Maintain Parks & Trails** – Invest in the development, beautification, and upkeep of parks, trails, and open spaces to ensure they are safe, accessible, and enjoyable for all residents. Encourage grant opportunities to improve parks and open spaces.
2. **Expand Recreational Programs & Facilities** – Offer diverse recreational spaces, that support different sports leagues, fitness classes, and outdoor activities that promote health and wellness for all ages.
3. **Increase Green Space & Environmental Conservation** – Protect and expand natural areas, implement tree-planting initiatives, and incorporate sustainable landscaping practices to preserve the city's green infrastructure. Budget for routine and preventative and reactive maintenance program.
4. **Promote Accessibility & Inclusivity** – Ensure that parks, playgrounds, and recreational facilities are designed to be inclusive and accessible for individuals of all abilities.
5. **Support Cultural & Community Events** – Host and promote festivals, art programs, and community gatherings in public spaces to celebrate diversity and strengthen community connections.

F. Transparency: To foster a government that is open, transparent, and accountable by ensuring clear communication, ethical decision-making, and active public engagement.

Objectives:

1. **Enhance Public Communication** – Provide clear, timely, and accessible information through multiple platforms, including city meetings, websites, social media, and newsletters.
2. **Encourage Community Participation** – Create more opportunities for residents to engage with city officials through public forums, town hall meetings, and citizen advisory committees.
3. **Strengthen Ethical Governance** – Uphold high ethical standards by ensuring compliance with open meetings laws, financial disclosures, and codes of conduct for elected officials and city staff.
4. **Increase Access to Public Records & Decisions** – Streamline access to city documents, budgets, and policy decisions by improving online transparency and making public records readily available.
5. **Implement Performance & Accountability Measures** – Establish benchmarks and reporting systems to evaluate city government effectiveness, track progress on initiatives, and maintain accountability to residents.

G. Fiscal Responsibility: To ensure responsible stewardship of public funds by maintaining a balanced budget, optimizing resources, and making strategic financial decisions that promote long-term sustainability.

Objectives:

1. **Maintain a Balanced Budget** – Ensure that city expenditures align with revenues by adopting responsible budgeting practices that prioritize essential services and long-term financial stability.
2. **Enhance Financial Transparency** – Provide clear and accessible financial reports, budgets, and audits to keep residents informed about how public funds are managed.
3. **Optimize Resource Allocation** – Evaluate city programs and expenditures regularly to identify cost-saving opportunities, eliminate inefficiencies, and maximize the impact of public funds.
4. **Plan for Long-Term Financial Sustainability** – Develop multi-year financial plans, maintain healthy reserve funds, and implement policies that support economic resilience and future growth.
5. **Seek Alternative Funding Sources** – Pursue grants, public-private partnerships, and other funding opportunities to supplement city revenues and reduce the financial burden on taxpayers.

H. Citizen Involvement: To actively engage and empower residents by fostering a culture of civic participation, open dialogue, and collaborative decision-making.

Objectives:

1. **Expand Public Engagement Opportunities** – Host annual town hall meeting, continue

quarterly coffee with the Mayor and Council and increase public forums, and workshops to encourage open dialogue and gather community input on key issues.

2. **Increase Accessibility to Government Processes** – Utilize digital platforms, live-streamed meetings, and interactive online tools to make city governance more accessible to all residents.
3. **Encourage Participation in Boards & Committees** – Promote volunteer opportunities on city advisory boards, commissions, and task forces to involve citizens in decision-making.
4. **Improve Communication & Outreach** – Develop clear, consistent, and multilingual communication strategies to ensure all residents are informed about city initiatives, policies, and opportunities to engage.
5. **Recognize & Support Community Initiatives** – Partner with local organizations, neighborhood groups, and civic leaders to support grassroots efforts that enhance community involvement and civic pride.

FISCAL IMPACT

N/A

RECOMMENDATION

Approval.

APPROVED: _____ DISAPPROVED: _____

APPROVED WITH THE FOLLOWING AMENDMENTS:

ATTEST:

SAUNDRA PASSAILAIGUE, TRMC
City Secretary