



# 2026-2030 Strategic Plan

## DRAFT

# Introduction

The City of Fort Collins is committed to thoughtful planning that reflects the values of the community.

While the City Plan articulates a long-term community vision and growth framework, the Strategic Plan outlines short- and mid-term objectives, influences the City's budgeting process, and guides the implementation of the City's full range of services, including public safety, neighborhood quality, economic vitality, environmental services, parks and open spaces, utility services, transit and transportation infrastructure, engineering and building services, and much more.

The 2026-2030 Strategic Plan outlines key objectives and strategies that link the City Plan vision with the City's organizational and operational priorities. This plan is both strategic and action-oriented. It guides our focus and is closely tied to the budget, which resources the efforts outlined in this plan.

## City Leadership System

### ADAPT & INNOVATE

Once identified, adopting new ideas to make meaningful change to improve processes and results.

### MEASURE & VALIDATE

Organizational performance measurement and review focuses on results important to our community and our organization.

### DELIVER SERVICES

Service Area delivery of high-quality services, programs and projects provide value to our community, and enhance loyalty, satisfaction, and engagement.

### SET VISION & STRATEGY

A clear vision sets direction and short- and long-term strategy provides the roadmap for achievement.

### ALLOCATE RESOURCES

Budgeting and managing workforce capacity and assets supports the accomplishment of the organization's strategic objectives.

### ALIGN TALENT

Our success relies on an engaged workforce that benefits from meaningful work, clear direction, the opportunity to learn, and accountability for performance.



# Section 1: Summary of Strategic Objectives

## High Performing Government (HPG)

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- HPG 1.1: Provide an exceptional customer experience that builds trust by simplifying processes, leveraging modern technologies, and ensuring the entire community is well informed and has the access to participate in the conversations and decisions that impact them.
- HPG 1.2: Ensure long-term financial sustainability through proactive, transparent and data-informed practices.
- HPG 1.3: Enable exceptional community service by evolving the employee experience and workforce systems to support retention, leadership capability, wellbeing and adaptability in a complex environment.
- HPG 1.4: Develop and implement proactive, tailored management strategies for all City assets to address deferred maintenance, improve accessibility and deliver safe, reliable services for all.

## Culture & Recreation (C&R)

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- C&R 2.1: Create inclusive arts, cultural and recreational programming that reflects community interests and needs.

## Economic Health (ECON)

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- ECON 3.1: Foster diverse and attractive employment opportunities that support and enhance economic mobility.
- ECON 3.2: Create conditions that support small business, foster economic activity and drive additional sales tax revenue.
- ECON 3.3: Address local barriers to business formation, operations and growth.



## **Environmental Health (ENV)**

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- ENV 4.1: Prioritize and resource actions in the Our Climate Future Plan to advance the City's greenhouse gas, energy and waste goals; reduce air pollution; and improve community resilience.
- ENV 4.2: Sustain the health of the Cache la Poudre River and regional watersheds while delivering a resilient, economically viable and high-quality water supply for all residents and businesses.

## **Neighborhood & Community Vitality (NCV)**

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- NCV 5.1: Increase housing supply, type, choice and affordability to address inequities in housing so that everyone has healthy, stable housing they can afford.
- NCV 5.2: Support community partner efforts to address priority human service issues like poverty and mental health, and to make homelessness rare, brief and non-recurring.
- NCV 5.3: Make growth and development easier to support community resilience, create jobs, provide housing choices and have cleaner air.

## **Safe Community (SAFE)**

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- SAFE 6.1: Enhance overall community safety and foster increased trust in public safety services and the municipal justice system through innovative service delivery models.
- SAFE 6.2: Fortify the City's mission-critical physical and virtual infrastructure, ensuring continuous delivery of essential services and community resilience against evolving cyber threats and physical disruptions.

## **Transportation & Mobility (T&M)**

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- T&M 7.1: Make significant progress toward the City's Vision Zero goal to have no serious injury or fatal crashes.
- T&M 7.2: Increase Transit access and ridership by ensuring transit services provide safe, reliable and convenient alternatives to driving.
- T&M 7.3: Transform the parking system to better align supply and demand and incentivize sustainable outcomes in a place-based manner across Fort Collins.

## Section 2: Strategic Objectives and Actions

### High Performing Government (HPG)

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- HPG 1.1: Provide an exceptional customer experience that builds trust by simplifying processes, leveraging modern technologies, and ensuring the entire community is well informed and has the access to participate in the conversations and decisions that impact them.
  - 1.1.1 Establish a standardized, results-driven, customer-centric operating model that drives exceptional customer experience.
  - 1.1.2 Modernize Digital Access and Service Delivery: Enhance accessibility, transparency and responsiveness by expanding digital tools ensuring customer services are mobile-friendly, integrated and easy to navigate.
  - 1.1.3 Strengthen Meaningful Community Engagement: Implement a coordinated community engagement strategy that strengthens relationships and builds trust through two-way communication and proactive outreach.
  - 1.1.4 Strengthen Consistency and Clarity in Community Messaging: Enhance the use of existing communication tools and standards to provide clearer, more proactive and easily accessible information that helps community members understand City decisions, services and impacts.
- HPG 1.2: Ensure long-term financial sustainability through proactive, transparent and data-informed practices.
  - 1.2.1 Modernize financial and administrative systems, including implementing an updated ERP.
  - 1.2.2 Transform the budgeting process to support multi-year planning, improved transparency and priority-based decision-making.
  - 1.2.3 Evaluate program inventory portfolio and realign service levels with long-term financial capacity to ensure sustainable operations and responsible use of public resources.
- HPG 1.3: Enable exceptional community service by evolving the employee experience and workforce systems to support long-term retention, leadership capability, wellbeing and adaptability in a complex environment.
  - 1.3.1 Modernize workforce systems to enable transparency, efficiency and trust at scale.
  - 1.3.2 Use talent insights to continuously improve employee experience, performance and retention.

- 1.3.3 Develop shared leadership capability at all levels, leveraging ethical AI to support adaptability, innovation and service excellence.
- 1.3.4 Strengthen population health to sustain employee wellbeing and long-term organizational performance.
- HPG 1.4: Develop and implement proactive, tailored management strategies for all City assets to address deferred maintenance, improve accessibility and deliver safe, reliable services for all.
  - 1.4.1 Reduce deferred maintenance through coordinated capital planning by implementing Citywide asset management system and strategy.
  - 1.4.2 Expand accessible, inclusive infrastructure and asset upgrades.
  - 1.4.3 Enhance preventive maintenance models for critical infrastructure.

## Culture & Recreation (C&R)

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- C& R 2.1: Create inclusive arts, cultural and recreational programming that reflects community interests and needs.
  - 2.1.1 Expand access in recreation via expanded Adaptive Recreation Opportunities (ARO), reduced fee program, opening and operating a new community recreation center (Southeast Community Center), and renaming and removing age restriction to the Senior Center.
  - 2.1.2 Strengthen Fort Collins' identity as a creative hub through unified branding, tourism promotion and business partnerships (in conjunction with ECON 3.2).
  - 2.1.3 Implement Natural Areas Strategic Framework to Foster Community Connections & Stewardship. Continue relationship building with Historically Underserved Groups, provide programming and engagement opportunities.

## Economic Health (ECON)

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- ECON 3.1: Foster diverse and attractive employment opportunities that support and enhance economic mobility.
  - 3.1.1 Modernize City business assistance and incentive policies, funding mechanisms, and engagement approach to support high quality employment growth.
  - 3.1.2 Identify key real estate sites and proactively support their readiness for economic development opportunities, including the feasibility and suitability of large utility load users.

- 3.1.3 Increase access and opportunity for business ownership, especially in underrepresented groups,
- 3.1.4 Support alignment between local workforce strategies and employer needs by engaging in systems that connect community members to high-demand jobs.
- 3.1.5 Modify efficiency programs for greater economic and environmental impact
- ECON 3.2: Create conditions that support small business, foster economic activity, and drive additional sales tax revenue.
  - 3.2.1 Use place-based strategies to spur investment and development/redevelopment in key Activity Centers (in conjunction with NCV 5.3).
  - 3.2.2 Support efforts to boost economic activity around arts and culture, the “night-time economy,” CSU events and general tourism.
  - 3.2.3 Modernize marijuana regulations to alleviate restrictive location requirements for marijuana businesses and create opportunities for new businesses by adding new license types.
- ECON 3.3: Address local barriers to business formation, operations and growth.
  - 3.3.1 Review and implement recommendations in Barriers to Business study (in conjunction with NCV 5.3.2).
  - 3.3.2. Optimize resources across the organizations for Business Retention & Expansion efforts.
  - 3.3.3 Ensure predictable, streamlined and collaborative systems that support doing business in the City.

## Environmental Health (ENV)

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- ENV 4.1: Prioritize and resource actions in the Our Climate Future Plan to advance the City's greenhouse gas, energy and waste goals; reduce air pollution; and improve community resilience.
  - 4.1.1 Evolve educational and awareness campaigns to focus on composting, single-use plastics, climate resilience, climate and air pollution, and waste hauler operations.
  - 4.1.2 Explore and leverage intergovernmental and public/private partnership opportunities to reduce organic materials in the waste stream.

- 4.1.3 Optimize impact of resource efficiency/conservation programs for households and businesses.
- 4.1.4 Support usage of transit and active modes of transportation to reduce single occupancy vehicle miles traveled (in conjunction with T&M 7.2).
- 4.1.5 Increase capacity for resilience and preparedness through assessments and technical assistance
- ENV 4.2: Sustain the health of the Cache la Poudre River and regional watersheds while delivering a resilient, economically viable and high-quality water supply for all residents and businesses.
  - 4.2.1 Advance major water planning efforts, including the Integrated Water Resources Plan, Fort Collins One Water Strategic Plan, and Water Supply & Demand Management Policy update.
  - 4.2.2 Implement Water Efficiency Plan strategies and meet the state-mandated turf limitations for residential development by Jan. 1, 2028.
  - 4.2.3 Enhance watershed protection through the Michigan Ditch Wildfire Fuels Mitigation Project and continued leadership with the CPRW board.
  - 4.2.4 Improve river health and regulatory compliance by implementing the E. coli TMDL, expanding green infrastructure, and supporting projects such as Poudre Flows, NISP mitigation and Arapaho Bend restoration.

## Neighborhood & Community Vitality (NCV)

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- NCV 5.1: Increase housing supply, type, choice and affordability to address inequities in housing so that everyone has healthy, stable housing they can afford.
  - 5.1.1 Invest in housing through CCIP, land banking and other program dollars.
  - 5.1.2 Mobile Home Park Enforcement Program implementation.
  - 5.1.3 Evaluate regulations, utility conflicts, and processes that may impede new development or redevelopment of housing.
  - 5.1.4 Ensure Rental Housing Program achieves registration and compliance targets.
- NCV 5.2: Support community partner efforts to address priority human service issues like poverty and mental health, and to make homelessness rare, brief and non-recurring.
  - 5.2.1 Ensure effectiveness of affordability programs through integration and process improvement.



- NCV 5.3: Make growth and development easier to support community resilience, create jobs, provide housing choices and have cleaner air.
  - 5.3.1 Place-Based Policy: Optimize incentives, programs and development codes to support the unique needs of infill/business, greenfield neighborhoods, and neighborhood infill.
  - 5.3.2 Place-Based Investment: Coordinate and program City operations and investments in key Activity Centers to improve connectivity and increase access to natural spaces and recreation.
  - 5.3.3 Rebuild the Development Services Program to create a more predictable and unified experience for customers, reduce processing times and increase cost efficiency.
  - 5.3.4 Increase clarity and alignment of plans and policies between key citywide and subarea plans such as City Plan and Our Climate Future.

## Safe Community (SAFE)

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- SAFE 6.1: Enhance overall community safety and foster increased trust in public safety services and the municipal justice system through innovative service delivery models.
  - 6.1.1 Utilize advanced technology such as the Drone as a City Resource (DCR) program and Axon to improve operational effectiveness and evidence management.
  - 6.1.2 Enhance community engagement and specialized response through the ranger programs; specialized Police Services teams like Homeless Outreach and Proactive Engagement (HOPE) and Mental Health Response Team (MHRT); and utilizing the Domestic Violence High Risk Team (DVHRT), and media response team.
  - 6.1.3 Actively participate in multi-jurisdictional task forces including the Internet Crimes Against Children Task Force and the Northern Colorado Drug Task Force to combat complex regional crime.
- SAFE 6.2: Fortify the City's mission-critical physical and virtual infrastructure, ensuring continuous delivery of essential services and community resilience against evolving cyber threats and physical disruptions.
  - 6.2.1 Conduct ongoing, enterprise-level reviews of the City's physical and digital infrastructure to identify material risks, critical interdependencies and resilience considerations that could impact essential service delivery.

- 6.2.2 Apply a risk-based approach to prioritize resilience improvements, strengthen service continuity and recovery capabilities, and inform long-term investment decisions for secure, reliable infrastructure.
- 6.2.3 Enhance coordination with regional, state and federal partners to support shared situational awareness, aligned resilience practices, and coordinated response capabilities for cyber and physical disruptions.

## Transportation & Mobility (T&M)

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- T&M 7.1: Make significant progress toward the City's Vision Zero goal to have no serious injury or fatal crashes.
  - 7.1.1 Safe Choices: Promote a culture of traffic safety through amplified messaging from Police Services and effective training/education programs offered by FC Moves.
  - 7.1.2 Neighborhood-Scale Actions: Prioritize and optimize multi-modal transportation assessments and projects near schools and adjacent neighborhoods.
  - 7.1.3 Reduce Speeds/Safe Infrastructure: Monitor speed and crash data on the High Injury Network to inform enforcement, speed limit adjustments and capital investments on corridors like Harmony and Shields.
  - 7.1.4 Align Policy and Implementation: Audit and update street design standards to balance advancing vision with ability to operate and maintain the system.
- T&M 7.2: Increase Transfort ridership by ensuring the City's transit services provide safe, reliable and convenient alternatives to driving.
  - 7.2.1 System Optimization: Implement a fiscally sustainable transit system that prioritizes access for those who rely on transit most, while identifying opportunities to accelerate future implementation phases, including increased route frequency where feasible.
  - 7.2.2 Capital Investment: Secure remaining funding and complete final design for the Foothills Transit Center and the West Elizabeth Street and Overland Trail roundabout.
  - 7.2.3 Customer Experience & Safety: Strengthen the partnership between Transfort and Police Services to enhance the rider experience and address both real and perceived safety concerns for riders and operators, delivering a safe, welcoming and supportive environment for the community and staff.

- 7.2.4 Mobility Services: Optimize integration and access across all mobility services, advance implementation of the City's first mobility hub, and proactively plan for future regional and state-level services, including passenger rail.
- T&M 7.3: Transform the parking system to better align supply and demand and incentivize sustainable outcomes in a place-based manner across Fort Collins.
  - 7.3.1 Optimize supply and demand of existing system through adjustments to customer experience, technology, fees and permitting approaches.
  - 7.3.2 Implement a phased approach to updated pricing and parking zones that includes ongoing calibration to respond to changing conditions.
  - 7.3.3 Invest and/or partner in new, multi-modal parking supply to meet future demand.

# Performance Measures

## High Performing Government Measures

- City Employee Cumulative Turnover Rate
- % of residents responding very good/good to the City's performance in Efficient operation of programs and services and overall quality of City services
- % of residents responding very/good in welcoming, informing and listening
- Asset Management Index

## Culture & Recreation

- Community Services Program Quality Index
- Community Services Program Participation Rate

## Economic Health

- Commercial Vacancy Rates
- % Increase of Sales and Use Tax
- Local Unemployment Rates
- # Business establishments per Capita (Larimer County)
- Electric System Average Interruption Frequency Index (SAIFI) and Customer Average Interruption Duration Index (CAIDI)
- Prospect/Project Pipeline
- Business Retention Visits

## Environmental Health

- Percent decrease in Community & Municipal Greenhouse Gas (GHG) Emissions from 2005 baseline
- Composting adoption
- Diversion Rates: Material Landfill per Capita per day and display the residential, commercial & industrial diversion rates
- Total Annual Water Demand over Available Annual Water Supply

### **Neighborhood & Community Vitality**

- Affordable Housing Inventory
- # of Housing Starts
- Homelessness Data, Chronic Homelessness and # of Chronic Homeless Housed
- Voluntary Code Compliance
- Get FoCo Household enrollment
- % Residents responding very good/good – Your neighborhood as a place to live

### **Safe Community**

- Median response time to Police Priority 1 Calls
- Voluntary Speed Compliance
- Number of Injury/Fatal Crashes
- Percent of Time PFA Fire Personnel are on-scene within 7 minutes 20 seconds in urban area

### **Transportation & Mobility**

- Average Travel Speeds/Times on Arterial Streets
- Safe Routes to School Overall Student Participation
- # of People training on vehicle, bicycle, pedestrian safety
- Transfort Ridership (in thousands) and Passengers per Hour



## Connections to Other Plans

The Strategic Plan is a mid-range document that aligns the city's diverse long-term community plans – such as housing, transportation, and sustainability plans – into a single, unified set of measurable actions. This alignment prevents departmental silos, provides clarity on budget resourcing needs, and ensures that Council's near-term decisions are always moving the community toward the shared 20-year vision established in our comprehensive plans.

City Plan	
<p>The City's Comprehensive Plan:</p> <ul style="list-style-type: none"> <li>• 20+ year community visioning document</li> <li>• Captures all Strategic Outcome areas</li> </ul>	
Other Long-Range Community Plans	
<p>Examples:</p> <p>Our Climate Future   Active Modes Plan   Recreate: Park and Rec Master Plan   Economic Health Plan   Housing Strategic Plan   Arts &amp; Culture Master Plan   One Water Strategic Plan/Integrated Water Resource Plan   Stormwater Master Plan   Transit Plan   Vision Zero</p> <p>Subarea Plans, Growth Corridors, Neighborhood Plans:</p> <ul style="list-style-type: none"> <li>• Provide a vision for a specific neighborhood, corridor or district</li> <li>• Apply the vision and principles of City Plan to provide service area specific policy direction</li> <li>• 20- to 50-year timeframe</li> </ul>	
Citywide Strategic Plan	City Council Priorities
Sets strategic objectives to achieve over a 3-5 year timeframe to make progress on City plans	Set every two years by Council resolution and provide a key input into the City Strategic Plan