

# WORK SESSION AGENDA ITEM SUMMARY

City Council



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## STAFF

Tyler Marr, Deputy City Manager  
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## SUBJECT FOR DISCUSSION

**2024 Strategic Plan – Draft Strategic Objectives.**

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## EXECUTIVE SUMMARY

The purpose of this work session is to present, discuss and get Council input on the Draft 2024 Strategic Objectives.

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## GENERAL DIRECTION SOUGHT AND SPECIFIC QUESTIONS TO BE ANSWERED

1. Do City Councilmembers support the proposed Strategic Objectives?
2. What do City Councilmembers wish to ensure is captured in the contextual and definitional bullets?

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## BACKGROUND / DISCUSSION

The City of Fort Collins Strategic Plan is an issues-based plan that sets strategic objectives for the next five years. The Strategic Plan is updated every two years just prior to the Budgeting for Outcomes (BFO) process. It will be the basis of the City's budget and operational plans for 2025 and 2026 and will be used to assess and rank budget offers for the 2025-26 Budget. The Strategic Plan is based on identification and analysis of:

1. City Council priorities and inputs
2. Community feedback gathered through extensive outreach
3. Organizational inputs, including adopted plans, staff inputs, emerging trends and issues, and financial information.

This is the sixth biennial City Strategic Plan. After evaluation of the strategic planning process, staff recognized the need for improvements, such as the reduction of duplication and a true focus on strategic issues. Prior strategic plans were broadly focused and operational in nature, resulting in a lack of clear guidance for staff, City Council, and the community on the City's strategic priorities. This comprehensive rewrite and focus on strategic issues offers clearer guidance on the key issues facing our city and community while acknowledging the critical importance of daily City operations.

This new approach resulted in a complete rewrite of the Strategic Plan and therefore a redlined version of the 2022 Strategic Plan has not been provided, although that plan is attached for the Council’s reference.

**Public Outreach and Engagement:**

Community input for the Strategic Plan was gathered from a variety of sources. These include:

- The statistically valid 2023 Community survey
- Center for Public Deliberation Outcome events
- Boards & Commissions input
- The OurCity website
- Social media

The following table indicates where the 2024-2025 City Council priorities can be found in the strategic plan:

<b>Council Priority</b>	<b>Strategic Objective</b>
Operationalize City Resources to Build and Preserve Affordable Housing	NCV 1
Improve Human and Social Health for Vulnerable Populations	NCV 2 & NCV 3
Advance a 15-Minute City by Igniting Neighborhood Centers	NCV 4
Improve Animal Welfare through Public Education and Policy	Pending Council Discussion
Pursue an Integrated, Intentional Approach to Economic Health	ECON 1
Create Pathways for Zero Waste Infrastructure and Policies	ENV 1
Reduce Climate Pollution and Air Pollution Through Electrification	ENV 1
Protect Community Water Systems in an Integrated Way to Ensure Resilient Water Resources and Healthy Watersheds	ENV 2
Advance 15-Minute City by Accelerating Our Shift to Active Modes	T&M 1
Develop a Hughes Site Master Plan	HPG 2
Operationalize City Resources to Make Government More Accessible, Approachable and Fun	HPG 1
Continue Stewardship of Our Civic Institution	HPG 1

**NEXT STEPS**

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Following the February 27 Work Session, staff will update the 2024 Strategic Plan according to Council feedback and direction. A red lined version showing changes made after this Work Session will be provided in those agenda materials.

Council will consider adoption of the 2024 Strategic Plan at the March 19 Council regular meeting.

**ATTACHMENTS**

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1. 2024 Draft Strategic Objectives and Contextual/Definitional Bullets
2. Center for Public Deliberation City Outcomes Community Engagement Report
3. 2022 Strategic Plan
4. Presentation