

City of Lander Strategic Plan Pillars: 2025-2029

The suggested strategic pillars and priorities within this document were identified in February – April 2025 through the following activities and channels:

- *Discovery meetings and review of relevant existing resources*
- *Council survey and working session*
- *Staff survey and working session*

The City generated additional revisions during the presentation of findings on Tuesday, May 20, 2025, which are reflected within the following document. The goal of the process was to produce a simple strategic plan framework that can be used to define City activities and workplans over the next 5+ years.

Strategic planning implementation recommendations:

1. Recommend that the City adopt 3-4 primary pillars underneath which activities are arranged. These should be goals/ways of operating that are critical to the city and communicate high-level areas of work to internal and external audiences. Three suggested pillars are identified within this draft.
2. Recommend that the City organize all tasks in Airtable and workplans around final pillars and goals; this ensures connectivity between City activities and overall strategy.
3. **Recommend that all goals are made actionable.** The initial draft language creates a suggested framework that can be revised and refined.
4. Recommend that the City invest regular time into strategic plan touch points to measure progress, as well as additional time into finalizing the plan. This may include quarterly or annual updates on strategic plan progress, a regular agenda item, and the inclusion of strategic pillars in staff reports.
5. Recommend that the City identify revenue generation priorities associated with each pillar. Suggested revenue concepts are included in this draft.

● Pillar 1: Strengthening operational excellence

Highest Priority:

- Ensure long-term stability within City operations by **securing the organizational structure, staffing stability and financial resources of the City.**
 1. Conduct research supporting the development of a charter ordinance that outlines the governance structure of City staff and ensures the continuity of City institutional knowledge.
 2. Continue to implement succession planning, ensuring a professionalized approach to preparing leadership roles within the City for generational transitions through identified knowledge, skills, and abilities associated with each role.
 3. Maintain exceptional stewardship of City financial resources.

Additional priorities:

- Invest in robust **strategic communications and community engagement** planning that reaches both internal City and external public audiences.
 - Internal communications: Continue to develop communications channels and tactics that ensure clear, timely, and accurate delivery of information and feedback between City staff, elected officials, agency partners, and other critical internal stakeholders. This may include development of a regular roundtable meeting.
 - External communications: Develop a public engagement plan for each strategic plan objective, including both in-person and online channels.
- Maintain **code enforcement** activities, looking for opportunities to maximize efficiency and effectiveness.
- Pursue efficiency and solutions that maximize cost effective use of City resources in the **City's physical plant.**
 - Maintain a focus on completing maintenance activities within City buildings and yards.
 - Ensure ADA compliance in all city facilities.
 - Continue to implement energy efficiency measures within City properties.
 - Ensure resilience to cybersecurity threats, including through fiber interconnectivity, including conducting a cybersecurity audit.
- Explore opportunities to **revise or create licensing ordinances.**
 - Pursue a revision of liquor licensing statute to add additional enforcement capacities.
 - Research the potential for establishing a ordinance creating business licenses with comparable enforcement capacity.

Revenue generation activities: Licensing

● Pillar 2: Maintaining the City’s physical infrastructure and core services

Highest priority – infrastructure:

- **Maintain and improve Lander’s infrastructure**, ensuring that citizens can travel and receive utility services safely and efficiently.
 - Prioritize water, sewer, storm drainage, and street maintenance, including continuing to execute on major projects to address deferred maintenance and modernize city infrastructure.
 - Focus on the development of safe routes to schools, ensuring that children and families have access to identified school corridors with appropriate infrastructure to protect public safety.

Additional priorities – services:

- Continue to maintain **law enforcement services** within the City.
 - Prepare to integrate law enforcement strategic goals within the next City strategic planning process.
- Continue **disaster preparedness** efforts to protect the resiliency of City infrastructure, including continuing work on flood and fire mitigation design projects in preparation for a strategic decision by City Council on the future of this work.
- Explore the possibility of **providing services through districts** to increase revenue and decrease expenses. Specifically focus on:
 - Fire district
 - Cemetery district
 - Transportation services
 - Water and sewer regionalization
- Research the development and/or expansion of **public-private partnerships** to create additional or expanded community services.

Revenue generation activities: districts, fees, and grants

● Pillar 3: Investing in quality of life

Highest priority:

- Conduct a robust **economic development strategic planning process** to create a shared understanding and definition of Lander’s economic development vision, and identify priority actions to support economic development. This strategic plan should address:
 - Attainable housing policies and programs
 - Strategic partnerships
 - Transportation infrastructure
 - Considerations for pursuing growth of Lander’s tax base

Additional priorities:

- Pursue public safety, ensuring a strong community sense of security from natural environmental, and other disasters (e.g. cybersecurity).
- Maintain relevant parks and recreational opportunities for the Lander community.
 - Develop infrastructure and long term plans to create new parks and park amenities.
 - Maintain relevant recreational programming and opportunities through partnerships with sports associations and interest groups.
 - Explore opportunities to maximize the benefits of Lander’s recreation district.
- Research and identify any actions needed by the City to advance attainable housing priorities.
- Research policies and programs that may additionally support growth of the City’s tax base.

Revenue generation activities: Partnerships