



# City Council Work Session Agenda

February 10, 2026 at 6:00 PM

Emily Francis, Mayor

Julie Pignataro, District 2, Mayor Pro Tem

Chris Conway, District 1

Josh Fudge, District 3

Melanie Potyondy, District 4

Amy Hoeven, District 5

Anne Nelsen, District 6

Carrie Daggett

City Attorney

Kelly DiMartino

City Manager

Delynn Coldiron

City Clerk

Council Information Center (CIC)  
300 Laporte Avenue, Fort Collins

Cablecast on FCTV  
Channel 14 on Connexion  
Channel 14 and 881 on Comcast

City Council members may participate in this meeting via electronic means pursuant to their adopted policies and protocol: [Rules of Procedure](#)

## ATTENDANCE OPTIONS

- Meetings are open to the public and can be attended by anyone in person by anyone.
- Meetings are televised live on Channels 14 & 881 on cable television.
- Meetings are livestreamed on the City's website, <https://fortcollins.gov/fctv>.

## CITY COUNCIL WORK SESSION 6:00 PM

### A) CALL MEETING TO ORDER

### B) ITEMS FOR DISCUSSION

#### 1. Draft 2026-2027 Council Priorities and Draft 2026-2030 Strategic Plan

The purpose of this item is to provide Council with a draft of their 2026-2027 Council priorities based on their recent retreats. In addition, staff will also share the draft 2026-2030 Strategic Plan which incorporates draft Council priorities.

### C) ANNOUNCEMENTS

### D) ADJOURNMENT

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A solicitud, la Ciudad de Fort Collins proporcionará servicios de acceso a idiomas para personas que no dominan el idioma inglés, o ayudas y servicios auxiliares para personas con discapacidad, para que puedan acceder a los servicios, programas y actividades de la Ciudad. Para asistencia, llame al 970.221.6515 (V/TDD: Marque 711 para Relay Colorado). Por favor proporcione aviso previo. Las solicitudes de interpretación en una reunión deben realizarse antes del mediodía del día anterior.

**File Attachments for Item:**

**1. Draft 2026-2027 Council Priorities and Draft 2026-2030 Strategic Plan**

The purpose of this item is to provide Council with a draft of their 2026-2027 Council priorities based on their recent retreats. In addition, staff will also share the draft 2026-2030 Strategic Plan which incorporates draft Council priorities.

February 10, 2026

# WORK SESSION AGENDA ITEM SUMMARY

City Council



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## STAFF

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Rupa Venkatesh, Assistant City Manager

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## SUBJECT FOR DISCUSSION

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**Draft 2026-2027 Council Priorities and Draft 2026-2030 Strategic Plan**

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## EXECUTIVE SUMMARY

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The purpose of this item is to provide Council with a draft of their 2026-2027 Council priorities based on their recent retreats. In addition, staff will also share the draft 2026-2030 Strategic Plan which incorporates draft Council priorities.

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## GENERAL DIRECTION SOUGHT AND SPECIFIC QUESTIONS TO BE ANSWERED

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1. Do the draft 2026-2027 Council Priorities reflect Council's intent and does Council have other feedback?
2. Are there other metrics that Council would use to define success for each priority?
3. Are the Council Priorities and Work Plan items appropriately incorporated into the Strategic Plan?
4. What overall feedback does Council have related to the Strategic Plan?

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## BACKGROUND / DISCUSSION

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On January 24 and 31, 2026, Council held its biannual retreat which was focused on priority setting and board and commissions, Council Committees and other entities liaison selections.

Council proposed 16 potential priorities on January 24 and requested additional scoping information related to level of effort, timeline, trade-offs and considerations, and potential success metrics. Staff presented this information on January 31, and from discussions, Council expressed interest in five Council priorities and three additional work plan items and asked staff to further refine the priority names and descriptions.

Five Council priorities that received consensus:

Retreat Language	Proposed Language
• Financial Sustainability & Efficiency	• Ensure long-term financial sustainability
• Sharing Council actions more broadly	• Connect community to Council actions

<ul style="list-style-type: none"> <li>• Reduce barriers to make it easier to build</li> </ul>	<ul style="list-style-type: none"> <li>• Make development predictable, efficient and cost-effective to support sustainable growth and affordability</li> </ul>
<ul style="list-style-type: none"> <li>• Economic Vitality</li> </ul>	<ul style="list-style-type: none"> <li>• Bolster economic vitality with a focus on neighborhood centers and quality job creation</li> </ul>
<ul style="list-style-type: none"> <li>• Vision Zero implementation</li> </ul>	<ul style="list-style-type: none"> <li>• Accelerate progress toward Vision Zero</li> </ul>

In addition, based on staff capacity, Council reached consensus on three additional items that did not receive Council priority status and will be added as workplan items:

- AI Ready Leadership
- Update marijuana laws
- Creative/nighttime economy

During this Work Session, Council will have the opportunity to further refine the name and description of their priorities which will ultimately be adopted by Resolution and used as a communications tool throughout the 2026 Council term. In addition, during the Work Session, staff would like to hear feedback on additional success metrics for each priority and Work Session items.

In the past, Council has received updates through a memo and published online updates. In order to allow for more discussion and ensure alignment with valuable feedback from Council, staff is proposing a Council Work Session every 3-4 months to report on progress being made on Council Priorities. Discussions will also include brief updates on the work plan items.

On January 20, 2026, Council received a staff memorandum which included the first iteration of the 2026-2030 Strategic Plan. Based on the Council retreat, the Strategic Plan has been updated, and Council will have the opportunity to provide feedback during this Work Session.

## **NEXT STEPS**

On March 3, staff will bring forward Resolutions for Council's consideration to adopt the 2026-2027 Council Priorities and 2026-2030 Strategic Plan. After adoption, Council Priority one-pagers will be produced, and the final 2026-2030 Strategic Plan will include a Council priorities section.

## **ATTACHMENTS**

1. Draft 2026-2030 Strategic Plan
2. Presentation



# 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)**

- 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)**

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

### **Economic Health (ECON)**

- 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 Transport 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)

- 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)**

- 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.

DRAFT

# 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
- Transport Ridership (in thousands) and Passengers per Hour

# Connections to Other Plans

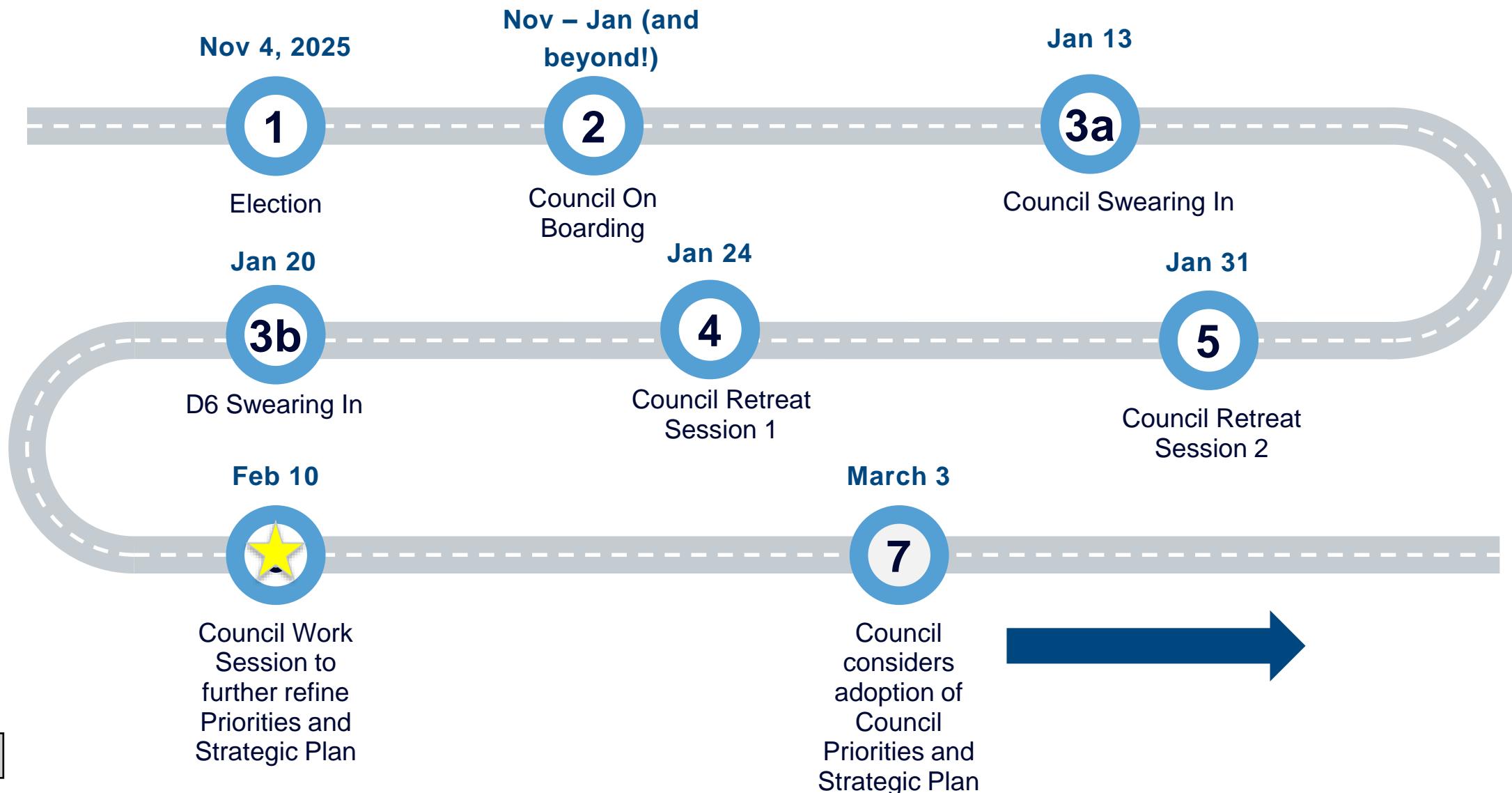
The Strategic Plan is a mid-range document that aligns the city's diverse long-term community plans – such as housing, transportation, and sustainability plans – into a single, unified set of measurable actions. This alignment prevents departmental silos, provides clarity on budget resourcing needs, 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	
The City's Comprehensive Plan: <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	
Examples:  Our Climate Future   Active Modes Plan   Recreate: Park and Rec Master Plan   Economic Health Plan   Housing Strategic Plan   Arts & Culture Master Plan   One Water Strategic Plan/Integrated Water Resource Plan   Stormwater Master Plan   Transit Plan   Vision Zero	
Subarea Plans, Growth Corridors, Neighborhood Plans:	<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

# Council Work Session: Council Priorities and Strategic Plan

## Executive Leadership Team



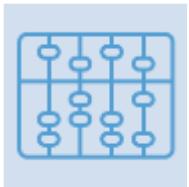




# Draft 2026-2027 Council Priorities



Do the draft 2026-2027 Council Priorities reflect Council's intent and does Council have other feedback?



Are there other metrics that Council would use to define success for each priority?

## High Performing Government



- Financial Sustainability & Efficiency
- Sharing Council actions more broadly
- *AI Ready Leadership*

## Neighborhood & Community Vitality



- Reduce barriers to make it easier to build

## Economic Health



- Economic Vitality
- *Update marijuana laws*
- *Creative economy (+ nighttime)*

## Transportation & Mobility



- Vision Zero

## Original Priority Name: Financial Sustainability and Efficiency

**Description:** Ensure the City can continue to provide the services and infrastructure residents rely on, both now and in the future. Rising costs, aging infrastructure, and economic uncertainty make long-term planning essential. This priority includes modernizing financial processes and systems to support using public funds wisely and to make informed, transparent financial decisions to realign service levels with long-term financial capacity.

### Success Metrics:

- Cumulative Enterprise Resource Planning (ERP) project cost variance and schedule variance
- Percentage of City programs with a completed program inventory (service description, cost, staffing, funding source, performance measures)
- Percentage of recurring expenditures funded from ongoing revenues (target: >99%)
- Citywide Asset Management Funding Actual vs. Need\*

\*This metric requires the integrated Citywide Capital Improvement Plan (CIP) work to be completed before it can be calculated. That work will begin in 2027.

# Ensure Long-term Financial Sustainability

Timeline of workplan:

	Q1/2 2026	Q3 2026	Q4 2026	Q1 2027	Q2 2027	Q3 2027	Q4 2027
<b>Implement Enterprise Resource Planning (ERP) software governance and project management structure.</b>							
<b>Transition budget methodology*</b>							
<b>Pilot Program Inventories*</b>							
<b>Council Budget Work Sessions and Public Hearings</b>							
<b>Develop integrated citywide Capital Improvement Plan (CIP)</b>							

\*Work is currently underway and preliminary/transitional process and program inventories will be used in the 2027/2028 budget. 2027 work will iterate the process and program inventories with the feedback from the 2027/2028 budget process.

**Original Priority Name:** Sharing Council actions more broadly

**Description:** By leveraging a variety of communication strategies and channels, we create more proactive and accessible avenues for everyone in our community to stay informed, provide input and feel connected to their local government, ensuring they have a clear and consistent understanding of Council discussions, decisions and the data-driven policies that shape them.

**Success Metrics:**

- **Social media reach and engagement**
- **Annual Community Survey (informing, listening to and welcoming community input)**

# Connect Community to Council Actions

Timeline of Workplan:	Q1/2 2026	Q3 2026	Q4 2026	Q1 2027	Q2 2027	Q3 2027	Q4 2027
“City in :60” video series	Work underway/ongoing						
Digital media audit/content & messaging strategy	Work underway/ongoing						
Council Listening Sessions and Community Event Participation	Work underway/ongoing						
Council Priority updates in City Manager’s Quarterly Report	Work underway/ongoing						
Council consultation on social media best practices							
Focus group with community on preferred Council communication methods							
Develop toolkit to enable Council to more proactively share policy work and intended outcomes							
Council Meeting Recap Strategy (written, digital, video, etc.)							
Implement/test new tactics based on group/community feedback							

Item 1.

# Make Development Predictable, Efficient and Cost-effective to Support Sustainable Growth and Affordability



**Original name:** Reduce barriers to make it easier to build

**Description:** City Plan sets forth a bold vision of livable and sustainable growth in Greenfields, along our corridors, and in our neighborhoods. This priority will remove, replace or fix the systems and regulatory layers creating the biggest challenges to build in Fort Collins. This includes considering programs, incentives and increasing costs and fees. A holistic effort that unifies and simplifies the customer experience will allow us to support community resilience, create jobs, provide housing choices and have cleaner air. Other outcomes include making it easier to build walkable neighborhoods and activity centers, maximizing use of existing buildings and places, improving regional competitiveness and improve climate resilience and adaptation.

## **Success Metrics:**

- Processing times reduced; rounds of review reduced; costs
- Total housing units, diversity of housing, new businesses (from submission to construction)
- Investment in activity centers, neighborhoods, etc
- Customer ratings; net promoter score

# Make Development Predictable, Efficient and Cost-effective to Support Sustainable Growth and Affordability

Item 1.



	Q1 2026	Q2 2026	Q3 2026	Q4 2026	Q1 2027	Q2 2027	Q3 2027	Q4 2027
Program Strategy + Performance	Work underway							
FC Clear Implementation	Work underway							
Customer Navigation and Support	Work underway							
Code Updates (infill/Redevelopment)	Work underway							
Scope Item #1 Work Plan Prioritization + Scoping + Kick Off								
Scope Item #2a Infill/Business Package								
Scope Item #2b Greenfield Neighborhoods Package								
Scope Item #2c Neighborhood Infill Package								
Scope Item #3 Citywide Planning Focus								
Building Code Adoption (TBD)								

## Original Priority Name: Economic Vitality

**Description:** A thriving economy is fundamental for the City to provide key services. Yet shifts in Northern Colorado economy have put Fort Collins' competitive edge at risk. The City aims to create an environment where small businesses and residents thrive, and companies can grow and generate quality jobs in high opportunity industries. We support vibrant commercial hubs and neighborhood centers, energized by the creative and nighttime economy positioning Fort Collins as a place of choice to live, work, and play.

### Success Metrics:

- Job growth (+job growth in key industry sectors)
- Market dynamics (net business openings, closures, and expansion)
- Sales & use tax revenue (could look at geography and set revenue increase targets)
- Creative/nighttime economy – # of activations in activity centers
- Reduced processing time; rounds of review reduced; costs

	Q1 2026	Q2 2026	Q3 2026	Q4 2026	Q1 2027	Q2 2027	Q3 2027	Q4 2027
Business Retention & Expansion (incl. Small/Main St. businesses)	Work underway/ongoing							
Primary Employer Recruitment	Work underway/ongoing							
Modernize Business Assistance Pkg	Work underway							
Site Readiness Assessment	Work underway							
Retail Strategy		Work underway						
Creative/Nighttime Economy	Work underway/ongoing							
Barriers to Biz Analysis (1)	Work underway							
Barriers to Biz Implementation (2)			Work underway					
Energy Efficiency Program Eval				Work underway				
NoCo REDI Mrktg Plan Implementation					Work underway			
NoCo Works Talent Pipeline			Work underway					

## Original Priority Name: Vision Zero

**Description:** Fort Collins committed to a Vision Zero Plan to eliminate all traffic-related fatalities and serious injuries by 2032. This data-driven approach focuses on safer street designs, lower speeds, and community education. Vulnerable road users (cyclists, pedestrians and motorcyclists) will be an important focus to reduce disproportionate impacts of crashes. Current enforcement and educational campaigns are yielding results in speed compliance. The scope of this priority includes updating speed limits where necessary and accelerating safer street designs near schools and on our high injury network (arterials).

### Success Metrics:

- Number of total serious injuries or fatalities; & for vulnerable road users
- Speed compliance
- Inputs such as school zone improvements; high Injury Network improvements

	Q3 2026	Q4 2026	Q1 2027	Q2 2027	Q3 2027	Q4 2027
<b>Safe Speeds Implementation</b>						
<b>27/28 Resourcing Strategy</b>						
<b>School Safety Assessments</b>						
<b>Street Design Standards*</b>						

\*linked to "Easy to Build"



# Additional Work Plan Items

**Description:** Designated leaders and staff trained and certified to identify, develop, and operationalize AI solutions for community-facing services, eliminating barriers, reducing manual work, and accelerating service delivery. Staff time freed to focus on efficiency, engagement and higher-value work. Residents experience faster response and easier access for all, advancing equity and Council priorities through ethical, transparent AI governance.

**Success Metrics:** 3+ community-facing use cases identified, baselined, and operationalized with measurable service improvements. Designated cohort trained and certified. AI governance embedded in procurement, development, and service delivery.

	Q3 2026	Q4 2026	Q1 2027	Q2 2027	Q3 2027	Q4 2027
Define Training Framework						
Select Training Partner						
Identify Training Use Cases						
Deliver Experiential Training						
Operationalize AI Solutions						

## Description

Modernize marijuana regulations to alleviate restrictive location requirements for marijuana businesses and create opportunities for new businesses by adding new license types.

## 2027 Timeline

- Stakeholder engagement (Q1): Department collaboration to identify additional considerations for the code updates. Targeted outreach to external stakeholders will further inform this work.
- Ordinance drafting (Q2/Q3): An ordinance will be drafted using the policy direction, including definitions, license types, distance restrictions, operating requirements, and enforcement provisions, with legal review to confirm consistency with existing laws and regulations.
- Public outreach (Q2/Q3): Proposed code changes will be shared with the community to collect input for refining updates.
- Code adoption (Q4): Staff will present the ordinance to Council at a work session for feedback, allowing for final revisions. Final adoption is anticipated before the end of 2027.
- Update regulatory processes (Q3/Q4): Internal processes will be updated to align with code revisions.
- Industry outreach (Q4): Businesses will be provided with information regarding the code updates.

## Success Metrics

- Additional businesses, measured by sales tax generation

	Q1 2027	Q2 2027	Q3 2027	Q4 2027
<b>Stakeholder Engagement</b>				
<b>Ordinance Drafting</b>				
<b>Public Outreach</b>				
<b>Code Adoption</b>				
<b>Update Regulatory Processes</b>				
<b>Industry Outreach</b>				

## Original Priority Name: Creative Economy and Nighttime Economy

**Description:** The Creative and Nighttime Sectors of the economy contribute to the broader economic health of the community as well as furthering other key goals including community vibrancy, inclusivity, well being and connection. Strategically leveraging City services, partnerships and projects towards improving the health of these sectors will result improved outcomes in these areas. The workplan includes aligning several on-going initiatives (Art in Public Places, FoCo Creates Grant program, updating the Noise Ordinance) and including this as a related outcome for other larger priorities (reduce barriers to build and support small businesses).

### Success Metrics:

- Increase in sales and property taxes from creative center
- Removed barriers to starting and maintaining a creative business
- Increase alignment to this outcome for City programs including Art in Public Places and FoCo Creates grant program

	Q1/2 2026	Q3/4 2026	Q1/2 2027	Q3/4 2027
<b>Art in Public Places Master Plan</b>				
<b>FoCo Creates Implementation</b>				
<b>Related - Downtown Operations, Placemaking, Safety</b>				
<b>Related – Make sustainable growth and development easier</b>				
<b>Related – Update Noise Ordinance</b>				
<b>Related - Support and grow businesses</b>				
<b>Strengthen Partnerships &amp; Collaboration</b>				

Traditionally have updated through a memo and published updates online.

Proposing work sessions every 3-4 months to allow for discussion and more valuable feedback.

Tentative Schedule:

July 14, 2026

October 13, 2026

January 12, 2027

May 11, 2027

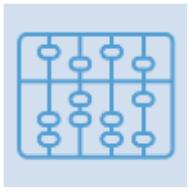
September 14, 2027

December 14, 2027 – End of term Report

- March 3: Council Resolution to consider adoption of Strategic Plan and Council Priorities
- March 3: Council Resolution to consider creation of Ad Hoc Council Committee for the “build” priority
- After March 3: Council Priority one-pagers produced
  - Tie to City Plan core values: Livability, Community, and Sustainability



Do the draft 2026-2027 Council Priorities reflect Council's intent and does Council have other feedback?



Are there other metrics that Council would use to define success for each priority?



# Draft 2026-2030 Strategic Plan



Are the Council Priorities and Work Plan items appropriately incorporated into the Strategic Plan?



What overall feedback does Council have related to the Strategic Plan?



### 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.

# What is the purpose of the Strategic Plan?



Serve as a mid-term roadmap that guides decisions and resource allocation to achieve a desired future state.



Establishes a shared vision and priorities.



Should provide a framework for making informed decisions about the bi-annual budget and resource allocation.



Tracks performance – objectives should have metrics. The strategic actions of each objective should help improve those metrics.



Translates the long-term vision into concrete, actionable strategies, helping departments develop their own work plans.



Improves communication and transparency.

Mission, Vision, Values

Outcome Areas

Objectives

Actions



Exceptional Service for an Exceptional Community



We foster a thriving and engaged community through our operational excellence and culture of innovation.



VALUES



PARTNERSHIP



SAFETY & WELLBEING



INTEGRITY



SERVICE



SUSTAINABILITY



BELONGING

HIGH PERFORMING  
GOVERNMENTCULTURE &  
RECREATIONECONOMIC  
HEALTHENVIRONMENTAL  
HEALTHNEIGHBORHOOD &  
COMMUNITY VITALITYSAFE  
COMMUNITYTRANSPORTATION  
AND MOBILITY

## High Performing Government



- Financial Sustainability & Efficiency **Objective 1.2**
- Sharing Council actions more broadly **Objective 1.1**
- *AI Ready Leadership* **1.3.3**

## Neighborhood & Community Vitality



- Reduce barriers to make it easier to build **Objective 5.3**

## Economic Health



- Economic Vitality **Objectives 3.1, 3.2, 3.3**
- *Update marijuana laws* **3.2.3**
- *Creative economy (+ nighttime)* **3.2.2**

## Transportation & Mobility



- Vision Zero and new ideas for implementation **Objective 7.1**

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.

- *1.3.3 Develop shared leadership capability at all levels, leveraging ethical AI to support adaptability, innovation and service excellence.*

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.

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

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.

- *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.

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.

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 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.

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 Transport 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.



Are the Council Priorities and Work Plan items appropriately incorporated into the Strategic Plan?



What overall feedback does Council have related to the Strategic Plan?