

City Council Strategic Planning Retreat 2025

August 19, 2025



What are we doing in this meeting?

- Discussion of Strategic Plan Content and Format
- Discussion of how to organize Council issues (review of table)
- Group exercise related to Strategic Planning Objectives



Strategic Plan – What should it look like?

Kodiak, Alaska (5.4k population)

Identified on first page: core functions, mission, vision, values, priority goals

Goal statements A, B and C

Focus Areas followed by specific strategies

Example:

Goal C - Fiscal Health: Diversify and grow Kodiak's financial assets

Focus Area: Finance

Strategies: Develop a fiscal plan. Explore a biennial budget for FY26-28
(also contains a list of sub-categories)



Strategic Plan – What should it look like?

South Ogden, Utah (18k population)

Mission, vision, values

5 goal statements

Followed by goals/action plans/tasks & assigned to, resources, due date

Document is accountable with staff, deadlines and % complete. It's also transparent and used on their website. Format is complicated but is an effective way to demonstrate progress and accountability.



Strategic Plan – What should it look like?

Stockton, California (325k population)

A one page strategic plan: Vision statement, annual objective, CC goals

Strategies: “How” we will win ...

FY24-25 Plans & FY24-25 Metrics

Plan also has a page reporting what was accomplished in prior year

Plan is highly measurable/quantifiable

Plan is very specific – even though it's one page, it has specific strategies



Strategic Plan – What should it look like?

Fort Collins, Colorado (171k population)

- ~Contains simple mission, vision, and values
- ~Seven strategic objective areas followed by general strategies
- ~Plan has narrative – it is descriptive – very reader friendly and understandable
- ~Every strategy has Council Priorities at the beginning

Plan combines with other tools like a dashboard and links to how success will be measured.



<u>Issue</u>	<u>Action Item</u>	<u>Future Work Session</u>	<u>Strategic Planning Objective</u>
<u>Baskin</u>			
City addressing of annexation area	#5		
Citywide name change			X
4/10 work schedule			X
CC, CM, Mayor reports 1 st on agendas	X		
Future closed session	X		
<u>Clayton</u>			
Support Code Enforcement in neighborhoods	X		
Planning for civic events for all neighborhoods/Formal CC member assignments to attend	X	X	
Cost and attendance data used to prioritize civic events	X	X	
City Motto			X
Fire Safety Plan	X	X	X
Public Swimming Pool			X?
Highlight City businesses in communications	X		
<u>Horrocks</u>			
Foxboro Wetlands ribbon cutting event	X		
CC to attend NLC in SLC in 2025	X		
Become a Just Serve designated city	X		
Participate in semiquincentennial	#4		
Hatch Park ribbon cutting	X		
Civic events-how many and what events?	X	X	
Improve golf course reception center	X		
Bridge over RR on Center Street			X?

<u>Issue</u>	<u>Action Item</u>	<u>Future Work Session</u>	<u>Strategic Planning Objective</u>
<u>Jackson</u>			
Beautification of Eagleridge Drive	#6		
One beautification project annually at entrances/major corridors			X
Civic events-processes for selecting events	X	X	
Fire Preparedness strategy and plan	X	X	X
RDA funding-Housing Plan w/RDA funds			X
Economic Development Objectives			X
<u>Knowlton</u>			
Efforts to beautify City			X
Use of Hatch Park to improve Town Center	X	X	
Improve quality of US89	#14		X?
Leverage I-15 project to get what City wants	X	X	
Trails Plan as a priority (funded in Trails Committee)			X
Housing Plan needed: Policy Statement(s)			X
Chevron	#23		
Sustainability			X
City Identity			X
Combining services with other communities			X?

<u>Issue</u>	<u>Action Item</u>	<u>Future Work Session</u>	<u>Strategic Planning Objective</u>
<u>VanLangeveld</u>			
Review and prioritize results of the City’s Wellness survey to guide City decisions because the survey represents the priorities of our residents. Key findings to consider include: lack of cultural opportunities, concerns with environment/air quality, connection with NSL, and the related impact on personal well-being	X	X	X
Marketing plan for the City (advertising campaign) that provides more opportunity for the City to tell their own story, build our own identity. This can build a sense of identity for residents, as well as attract new residents and businesses. City is clustered into 3 communities: East, Midtown, West. We should have a marketing strategy for each area that builds City and neighborhood identity.			X
Event purpose discussion-reviewing City purpose for events and what is considered a “success”.	X	X	
City App	#8		
Trails around entire City (circuit) and around every City park			X
Public Safety Annual Report	X	X	
H&W policies in the General Plan	X	X	
Homeless Resources document consider using RDA funds	X	X	
Continue to invest in Public Art	X	X	
Focus on code adjustments that can encourage more commercial development. Review land use and zoning between industrial/commercial and residential	X	X	X

What would a successful outcome look like to you?

A multi-year strategic plan document, adjusted annually, containing:

- A strategic purpose or mission statement
- A series of measurable objectives (the what)
- Description of how – strategies and methods
- A description of who – specific focus on departments or individuals
- Narrative or explanatory text



Overview of issues raised for the retreat

- Annexation of Chevron
- Use of Housing Funds (policy direction moving forward)
- Discussion of RDA project areas and use of funds
- Fund reserve strategies – when to trigger a tax increase
- Golf course repayment strategy
- Future of City-owned properties: Tunnel Springs, City hall triangle, HP Phase 2
- Upcoming facility needs: PW building, Community Center, Police expansion
- Water fees, tiered rates, tax and fee policies