



# STRATEGIC PLAN

## 2020-2025

Adopted Feb 2020

Refreshed April 2022

### MISSION

Creating a community that people are proud to call home.

### VISION

We are a thriving urban center known for our world-class colleges, vibrant culture, diverse outdoor activities, and innovative industries.

### PILLARS OF SERVICE

#### Respect

As a team of individuals, we will treat everyone with courtesy and dignity, value diverse opinions and backgrounds, and seek to understand.

#### Creativity

As forward-thinkers, we seek to embrace the opportunities in front of us and thoughtfully overcome the challenges that come our way.

#### Integrity

As professionals, we will behave in a way that reinforces the public faith in the City and our trust in each other.

#### Pride

As stewards of public resources, we are dedicated to excellence in all that we do by delivering efficient and high-quality service that maximizes the public benefit of our work.

### AREAS OF FOCUS FOR 2023-2025

## EFFICIENT DELIVERY OF SERVICES

In April 2022, City Council identified where they'd like to see significant progress in the next three years. Taken altogether, the main theme is efficient delivery of services

 <p><b>FISCAL SUSTAINABILITY</b></p>	 <p><b>PUBLIC SAFETY</b></p>	 <p><b>ECONOMIC OPPORTUNITY, HOMELESSNESS, &amp; AFFORDABLE HOUSING</b></p>	 <p><b>ECONOMIC &amp; COMMUNITY DEVELOPMENT</b></p>	 <p><b>INFRASTRUCTURE, CLIMATE CHANGE, &amp; ENVIRONMENTAL SUSTAINABILITY</b></p>	 <p><b>ARTS, PARKS, &amp; HISTORICAL RESOURCES</b></p>
<p>FOCUS FOR 2023-2025</p> <p><b>Fiscal Responsibility</b></p>	<p>FOCUS FOR 2023-2025</p> <p><b>Police &amp; Fire Services</b></p>	<p>FOCUS FOR 2023-2025</p> <p><b>Housing Affordability</b></p>	<p>FOCUS FOR 2023-2025</p> <p><b>Master Plan Implementation</b></p>	<p>FOCUS FOR 2023-2025</p> <p><b>Community Stability</b></p>	<p>FOCUS FOR 2023-2025</p> <p><b>Downtown Responsibility</b></p>