

CITY OF FAYETTEVILLE

City Council Strategic Retreat 2026



WHY HOLD A STRATEGIC PLANNING RETREAT?



- The **Fayetteville City Council** prioritizes an annual **strategic planning retreat** to ensure the City remains focused on shared priorities and long-term community outcomes.
- As Council membership evolves, the retreat **provides dedicated time to align on goals, review progress, and set clear direction for the organization.**

HOW STRATEGIC PLANNING GUIDES THE CITY'S ANNUAL PLANNING CYCLE



This process also connects Council priorities to the City's broader planning and budget cycle, including:

- Reviewing prior year performance and audit insights
- Aligning priorities with the Strategic Leadership Team (SLT)
- Confirming direction through Council presentations and discussion
- Establishing priorities during the Council strategic retreat
- Informing the annual work plan and Capital Improvement Program (CIP) development

This ensures Fayetteville's goals are intentional, coordinated, and achievable within available resources.

THE 2026 COUNCIL RETREAT ON FEBRUARY 4 AIMED TO



A **shared commitment** to public service and positive community impact - why we serve and who we serve.



A **common understanding** of the City's current conditions, including recent successes, strategic progress, challenges, and fiscal realities shaping our course.



Clear **near-term priorities** and **long-term strategic direction** across key strategic goal areas.



Agreement between Council and staff on how we will plan, prioritize, and execute together—including how we make course corrections as conditions change.

TODAY'S FOCUS



Today we are *not* approving or affirming the City's new strategic plan.

We are asking for Council to approve their FY27-28 top strategic priority language.

WHAT WE LEFT THE RETREAT HAVING ACCOMPLISHED



Council confirmed the **proposed strategic framework** as the official structure guiding future strategic planning and identified what **success looks** - longer term - like for each goal.



Council reflected on **departmental progress** in each strategic goal area.



Council discussed the City's **strengths, challenges, and opportunities.**



Council collectively identified their **top four strategic priorities** for FY2027-2028.

CONFIRMED PROPOSED STRATEGIC GOAL AREAS

Previous Strategic Goals

- **Goal 1 - Safety and Security:** The City of Fayetteville will be a safe and secure community.
- **Goal 2 - Diverse and Viable Economy:** The City of Fayetteville will have a Responsive City Government supporting a diverse and viable economy.
- **Goal 3 - City Investment Planning:** The City of Fayetteville will be a city invested in Today and Tomorrow.
- **Goal 4 - Live, Work, and Recreate:** The City of Fayetteville will be a desirable place to live, work and recreate.
- **Goal 5 - Financially Sound City:** The City of Fayetteville will be a financially sound city providing exemplary city services.
- **Goal 6 - Collaborative Government:** The City of Fayetteville will continue to have a collaborative citizen and business engagement base.

Proposed Strategic Goals

- **Goal 1 - Safe & Secure Community.** Protecting people, neighborhoods, and daily safety.
- **Goal 2- Economic & Strategic Growth.** Jobs, tax base, land use, and smart growth — aligned in one goal area.
- **Goal 3 - Desirable Place to Live, Work & Recreate.** The quality of life residents experience every day.
- **Goal 4 - Financially Sound City Providing Exemplary Services.** How the City operates and sustains itself long-term.
- **Goal 5 - Collaborative Citizen & Business Engagement.** Building trust through



ENVISIONED WHAT SUCCESS LOOKS LIKE FOR STRATEGIC GOAL AREAS IN 5-10 YEARS



Goal 1 - Safe & Secure Community

A community where safety is shared between residents and responders, supported by prevention, modern technology, trained personnel, and coordinated mental-health response — while maintaining strong civil liberties and public trust.



Goal 2 - Economic & Strategic Growth

A more competitive and connected city with prepared development sites, stronger regional mobility, expanded logistics activity, and sustained household and job growth.



Goal 3 - Desirable Place to Live, Work, & Recreate

Walkable neighborhoods, expanded housing options, and accessible parks and transit — creating everyday quality of life for families, youth, and older residents across the city.



ENVISIONED WHAT SUCCESS LOOKS LIKE FOR STRATEGIC GOAL AREAS IN 5-10 YEARS



Goal 4 - Financially Sound City Providing Exemplary Services

Reliable services delivered by a stable, well-managed organization operating with long-term fiscal strength and consistent performance.



Goal 5 - Collaborative Citizen & Business Engagement

Transparent government where residents, businesses, and Council share information, participate in decisions, and shape neighborhood-level plans through modern engagement tools.

✓ MET WITH STAFF LEADERSHIP TO DISCUSS STRATEGIC UPDATES



- Council rotated through stations representing each strategic goal area
- Department Directors and staff shared updates on key initiatives, progress, and upcoming work
- Discussion highlighted areas where continued Council support is important
- Council reconvened to share reflections and key takeaways

✓ SPECIFIED CITY STRENGTHS, CHALLENGES, & OPPORTUNITIES



Strengths

Our strength is our **people and place**:

- Dedicated staff
- Strong education and colleges
- Diverse military and retired community
- Close proximity to Fort Bragg

Parks, recreation, and ongoing bond and maintenance efforts enhance quality of life.

Challenges

Our challenges are **complex and interconnected**, including:

- Generational poverty
- Aging neighborhoods
- Zoning and housing pressures,
- Inner-city school concerns

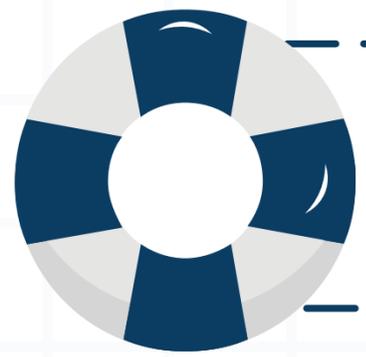
We also face staff recruitment and retention issues, water and infrastructure concerns, significant budget constraints, and the impacts of a highly transient military population.

Opportunities

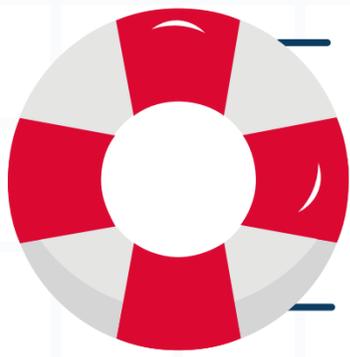
Our opportunities **position us for long-term growth**. Drivers of economic development include strategic transportation investments, regional collaboration, and support for airport expansion. We can build a stronger, more resilient workforce / community by:

- Attracting major employers
- Strengthening partnerships
- Expanding our health system and medical school
- Identifying new revenue streams

✓ IDENTIFIED COUNCIL FY27-28 STRATEGIC PRIORITIES



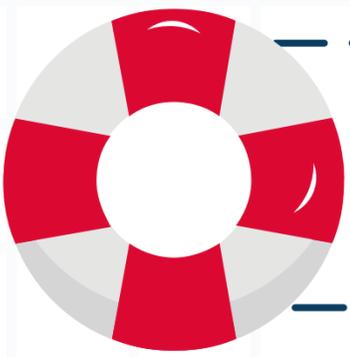
Continue implementing a comprehensive approach to community safety
(connecting to the Safe & Secure Community goal area)



Enhance economic growth opportunities throughout the City
(connecting to the Economic & Strategic Growth goal area)



Expand housing and neighborhood revitalization efforts, with emphasis on affordable housing needs
(connecting to the Economic & Strategic Growth goal area)



Improve and expand transportation, transit, and overall connectivity for residents
(connecting to the Desirable Place to Live, Work & Recreate goal area)

WHAT'S NEXT?



Council to affirm priority language



Staff leadership held a retreat where they developed action plans around Council's priorities



Staff will come back to you with tactics and timelines, along with an updated proposed strategic plan