

# 2026 Strategic Plan

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**Platte River**  
Power Authority

Estes Park • Fort Collins • Longmont • Loveland





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An aerial photograph of a vast agricultural landscape, showing rows of crops in a field. The image is overlaid with a semi-transparent blue filter. In the foreground, there is a large, stylized blue shape that resembles a profile of a head or a large letter 'C'.

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# Vision, mission and values

## Vision

To be a respected leader and responsible power provider improving the region's quality of life through a more efficient and sustainable energy future.



## Mission

While driving utility innovation, Platte River will safely provide reliable, environmentally responsible and financially sustainable energy and services to the owner communities of Estes Park, Fort Collins, Longmont and Loveland.

# Values

The following values define our daily commitment to following the vision and mission of Platte River, which will strengthen our organization and improve the quality of life in the communities we serve.

## Safety

Without compromise, we will safeguard the public, our employees, contractors and assets we manage while fulfilling our mission.

## Innovation

We will proactively deliver creative solutions to generate best-in-class products, services and practices.

## Integrity

We will conduct business equitably, transparently and ethically while complying fully with all regulatory requirements.

## Operational excellence

We will strive for continuous improvement and superior performance in all we do.

## Respect

We will embrace diversity and a culture of inclusion among employees, stakeholders and the public.

## Sustainability

We will help our owner communities thrive while working to protect the environment we all share.

## Service

As a respected leader and responsible energy partner, we will empower our employees to provide energy and superior services to our owner communities.



# Our communities

Platte River Power Authority is a Colorado political subdivision established to provide wholesale electric generation and transmission to the communities of Estes Park, Fort Collins, Longmont and Loveland.



## **Town of Estes Park**

**Estimated population\*:**  
5,768

**Utility:** Estes Park Power and Communications, established in 1945

**Number of customers:**  
11,307

**2025 retail energy sales:**  
129,956 MWh



## **City of Fort Collins**

**Estimated population\*:**  
170,924

**Utility:** Fort Collins Utilities, established in 1935

**Number of customers:**  
80,930

**2025 retail energy sales:**  
1,453,039 MWh

\*Based on data from the U.S. Census Bureau



### City of Longmont

**Estimated population\*:**  
99,818

**Utility:** Longmont Power & Communications, established in 1912

**Number of customers:**  
44,390

**2025 retail energy sales:**  
804,565 MWh



### City of Loveland

**Estimated population\*:**  
82,283

**Utility:** City of Loveland Utilities, established in 1925

**Number of customers:**  
42,691

**2025 retail energy sales:**  
727,650 MWh

# Executive summary

Platte River Power Authority (Platte River) was formed in 1973 by Estes Park, Fort Collins, Longmont and Loveland, Colorado, to generate electricity for their customers. As a community-owned, not-for-profit organization, Platte River operates as an extension of the communities we serve. We are guided by a board of directors composed of two representatives from each community – typically the mayor and a council appointee – each holding equal authority in shaping policy and strategic direction.

Grounded in our vision to serve as a respected leader and responsible energy provider, Platte River prioritizes collaboration, transparency and strong partnerships with our owner communities and industry stakeholders. While this strategic plan defines the organization's priorities and actions, it also reinforces the shared responsibility and co-ownership that are the foundation of its success. The plan reflects a collective commitment, spanning employees and owner communities alike, to advance a unified mission that was established more than five decades ago.

This strategic plan builds on the 2023 Strategic Plan, which advanced the organization's progress toward the Resource Diversification Policy adopted by Platte River's Board in 2018. That policy established a goal to achieve a 100% noncarbon energy mix while upholding the organization's mission and values. This ambitious goal has fundamentally shaped Platte River's strategy and operations.

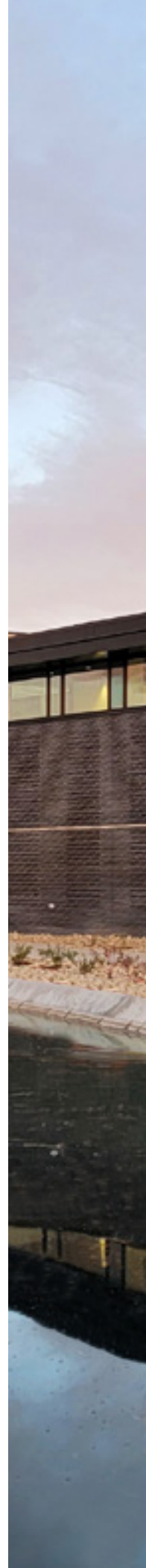
In 2026, the Resource Diversification Policy was updated to reflect the significant progress made since its adoption, as well as evolving priorities and challenges, particularly the increasing operational complexities and cost considerations associated with achieving a fully noncarbon energy portfolio.

Since the original policy was adopted, global demand and costs for equipment, materials and labor for new energy projects have increased significantly. This demand is happening amid an electrification of transportation, homes and businesses, evolving customer needs and expectations, and a regional commitment to a cleaner energy future. It also comes against a backdrop of increasing concerns and community focus about the cost of living, necessities and economic vitality in Northern Colorado.

To address the evolving energy landscape, Platte River has updated its strategic plan to align organizational and owner community efforts around the following set of strategic initiatives, all grounded in Platte River's vision, mission and values.

- Portfolio diversification, integration and optimization
- Partnership, engagement and alignment
- Organizational dynamics

Together, these initiatives unite Platte River and its owner communities in advancing shared priorities, fostering collaboration to support the growth, wellbeing and vitality of the people and communities we serve.





# Portfolio diversification, integration and optimization

Platte River's resource planning and modeling activities help inform its path to a noncarbon energy future. Our objectives for this strategic initiative are to continue diversifying our energy portfolio while minimizing cost and rate impacts, maintaining system reliability and optimizing our membership in the Southwest Power Pool Regional Transmission Organization (SPP RTO).

The board approved the recommended portfolio from the 2024 Integrated Resource Plan (IRP) that includes additional solar and wind resources, utility-scale storage, dispatchable thermal resources, and distributed energy resources (DER) to participate in a virtual power plant (VPP). Platte River will continue implementing this portfolio until the next iteration of the IRP is updated and approved.

Success in portfolio diversification, integration and optimization means that Platte River thoughtfully invests in new resources that enhance system reliability while maintaining environmental responsibility and managing wholesale rate pressure. It also means that Platte River is an active participant in the RTO and maximizes the value of our resources for our owner communities and the broader region.



## Implementation areas

- Use cross-functional teams to identify, monitor and evaluate additional dispatchable capacity solutions and emerging technologies
- Integrate selected technologies and solutions to plan and build a portfolio that balances decarbonization progress with wholesale system costs and retail rates
- Develop business and analytical capabilities to optimize transmission and generation assets for market performance
- Influence and participate in strategic regional transmission planning and expansion to realize potential revenue opportunities while balancing rate impacts
- Design rates and incentives to promote system benefits for the energy transition
- Collaborate with the owner communities to develop business processes and tools supporting integration of generation, transmission and distribution operations



# Partnership, engagement and alignment

Platte River's objective under this strategic initiative is to work in partnership with our owner communities to educate the public with transparency and consistency. Platte River's ongoing DER development, including the VPP, will require us to enhance our focus on partnership, engagement and alignment as we deepen our relationship with the owner communities and their customers, whose participation is key to the VPP's success. As members of the SPP RTO, we must also partner and engage with our regional partners to protect our collective interests and goals through the RTO stakeholder process. Finally, Platte River must engage at a state, regional and national level with our trade groups and political representatives to further our mission as we navigate the challenges brought by changing political administrations, technological developments, and constrained supply chains.

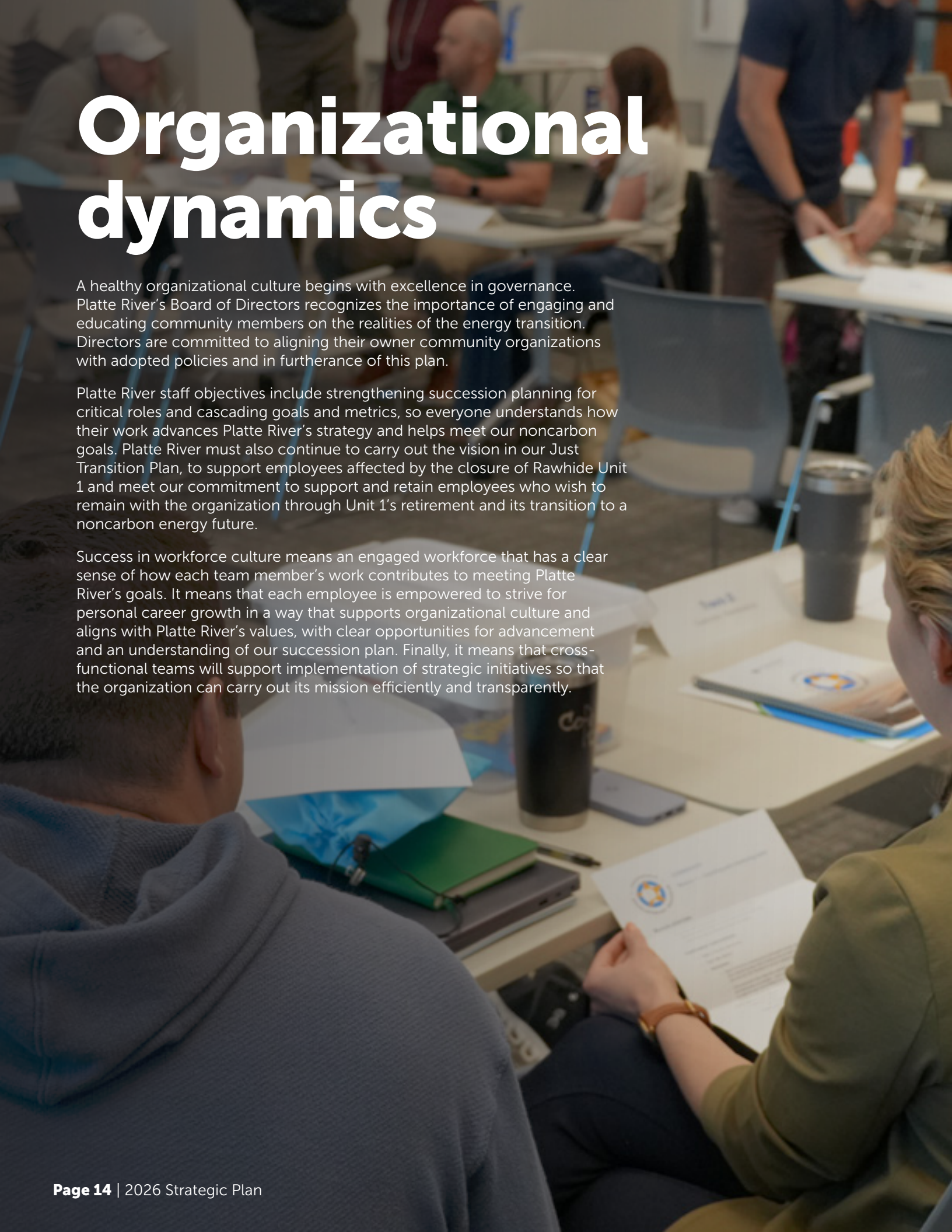
Success in partnership, engagement and alignment means the owner communities and Platte River have a shared vision of the organization's future and a roadmap for how to get there. While significant progress has been made on this initiative already - as demonstrated by the owner communities' choice to extend Platte River's foundational documents (the Organic Contract and Power Supply Agreements) through 2075 - more work remains, including finding integration and shared services that provide financial benefit and long-term value across all five organizations.



## Implementation areas

- Partner and align with the owner communities' leadership – including Platte River's Board of Directors and town and city leadership – to implement strategic initiatives
- Proactively build and maintain strong relationships with Platte River employees and owner communities' staff at all levels, while cultivating ambassadors within the owner communities' customer bases to achieve shared goals, increase efficiencies and foster long-term collaboration
- In collaboration with the owner communities, implement a customer-focused communication and engagement strategy that ensures clear, timely and inclusive outreach across customer segments
- Identify regional engagement opportunities through community activities, events and organizational sponsorships to develop deeper partnerships with local organizations and stakeholder groups
- Engage proactively with national, regional and industry partners to share our strategic initiatives and further Platte River interests





# Organizational dynamics

A healthy organizational culture begins with excellence in governance. Platte River's Board of Directors recognizes the importance of engaging and educating community members on the realities of the energy transition. Directors are committed to aligning their own community organizations with adopted policies and in furtherance of this plan.

Platte River staff objectives include strengthening succession planning for critical roles and cascading goals and metrics, so everyone understands how their work advances Platte River's strategy and helps meet our noncarbon goals. Platte River must also continue to carry out the vision in our Just Transition Plan, to support employees affected by the closure of Rawhide Unit 1 and meet our commitment to support and retain employees who wish to remain with the organization through Unit 1's retirement and its transition to a noncarbon energy future.

Success in workforce culture means an engaged workforce that has a clear sense of how each team member's work contributes to meeting Platte River's goals. It means that each employee is empowered to strive for personal career growth in a way that supports organizational culture and aligns with Platte River's values, with clear opportunities for advancement and an understanding of our succession plan. Finally, it means that cross-functional teams will support implementation of strategic initiatives so that the organization can carry out its mission efficiently and transparently.



## Implementation areas

- Develop employees through creation and deployment of a leadership philosophy and career roadmaps that include advancement, mentorship and leadership development
- Continue to implement the transition strategy directed by the board-adopted Responsible Transition for Rawhide Employees resolution and our Just Transition Plan
- Develop robust succession planning frameworks for continuity in critical and leadership roles
- Cascade organizational goals, priorities and metrics to connect employees back to Platte River's strategic plan
- Proactively identify initiatives that require cross functional teams within Platte River and with owner communities, and form those teams with intentionality and purpose





# Acknowledgement and notes



The 2026 Strategic Plan, adopted in October 2026, reflects the current strategic initiatives guiding Platte River and the owner communities. This plan – and future updates – will inform Platte River’s strategic budget, annual report and integrated resource plan.

Development of the strategic plan was led by Platte River’s director leadership team, incorporating input from employees across the organization

and guidance from the senior leadership team. Leadership from both Platte River and the owner communities, along with employees across the organization, contributed to this effort and share responsibility for the successful implementation of these initiatives.







# Platte River

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