Strategic Planning

July 26, 2023

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Process

- ✓ Community Survey (Summer 2022)
- ✓ Strategic Planning Retreat (Fall 2022): Results Statement, Focus Areas
- ✓ Council Work Session – confirmed Focus Areas (January 2023)
- ✓ Strategic Goals and Actions to support updated Focus Areas:
  - ✓ Council Vision, Values, Goals and Outcomes (2021)
  - ✓ Existing City plans
  - ✓ Current context
- ❑ Council Work Session – final plan

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Key Focus Areas

Urgent Community Needs

We will prioritize crises that are, or may become, problems impacting health, safety, and welfare.

Culture of Belonging

We are cultivating a community where everyone feels included, respected, and valued as they are. A community united in uplifting the diversity of identities and experiences to provide equitable access to resources and opportunity.

Communication and Outreach

We will be a city that informs, listens, and understands what the community wants and needs, and a community that understands, participates, and has confidence in what their city is doing.

Organizational Wellbeing

The City organization is most effective when there are clearly defined priorities and outcomes, flexibility for staff talent, and room for innovation, where we can measure progress and shift when needed. We will establish a sustainable foundation to ensure employee retention and development, to support council, and create capacity to accomplish strategic goals.

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2021 Council Goals & Outcomes

	Safe Community for Community Wellbeing	Sustainable and Accountable Development	Accessible and Thriving Culture, Parks, and Recreation	Equitable, Effective, Accountable Municipal Government	Fair, Stable, and Adequate Financial Resources
COUNCIL OUTCOMES	Greater sense of safety.	Increased access and options to housing and shelter.	Accessible, inclusive, and equitable to our diverse communities.	Inclusive and equitable systems and services.	A long-term sustainable budget.
	Improved resilience for natural and human caused disasters.	Increased jobs and prosperity & decreased unemployment.	Invest in arts and culture as an economic engine.	Transparent and interactive communication.	New or expanded revenue sources.
	Increased response to, and decreased incidents of hate and bias crimes.	Encourage and sustain downtown, transit corridors, and riverfront growth.	Preserve strength in arts, culture, and the outdoors.	Public engagement that involves the community broadly.	Accessible and transparent financial information.
	Improved safety of transportation system.	Support resilient small and local business environment.		Strengthen public, private, and intergovernmental relationships.	
	Increased security of information technology systems.	Enhanced natural landscape and green infrastructure systems			
	Decreased property crime, visible and accessible police presence, better police/community relations.	Refresh and sustain Triple Bottom Line Lens.			

Strategic Plan Focus Area Key

- Urgent Community Needs
- Culture of Belonging
- Communication and Outreach
- Organizational Wellbeing

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Plan Connections & Intersections

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Strategic Plan Structure

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Urgent Community Needs

Strategic Goals

1. Increase sense of safety.
2. Advance climate action and community resilience to natural and human-caused disasters.
3. Mitigate the impacts of homelessness on unhoused individuals and the community.
4. Stabilize the cost of housing.
5. Increase the vibrancy, economic vitality, and livability of downtown.
6. Improve support for local businesses and the business environment.
7. Advance efforts that will increase wages and create new jobs.

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Communication and Outreach

Strategic Goals

1. Improve community awareness and understanding of priority topics.
2. Engage with a broader cross-section of the community.
3. Increase community confidence in council and staff.

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Culture of Belonging

Strategic Goals

1. Establish an understanding of community belonging, what impacts it, and how City policies, programs, and staff can influence it.
2. Strengthen relationships with the whole community, with emphasis on the inclusion of the most marginalized groups.

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Organizational Wellbeing

Strategic Goals

1. Increase employee engagement, wellbeing, and a sense of belonging in the workplace.
2. Improve organizational processes to increase efficiency, balance workload, and meet strategic priorities.
3. Create a sustainable budget with balanced revenues and expenditures that provides funding for necessary services in the community.

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Next Steps

1. Share plan with community and staff
2. Departmental Action Planning
3. Implement measures, reporting tools

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