

City of Brookings
MEETING Agenda

CITY COUNCIL WORKSHOP

Monday, June 2, 2025, 5:00pm

EOC, 888 Elk Drive, Brookings, OR 97415

A. Call to Order

B. Roll Call

C. Topics

- 1.** Strategic Plan Update [Pg. 1]
 - a.** Strategic Planning Workshop Agenda: Building Brookings Future [Pg. 2]
 - b.** Collection of Council Input on the Strategic Plan [Pg. 6]
 - c.** Examples of Strategic Plans from Multiple Cities [Pg. 7]
- 2.** Urban Renewal Discussion

D. Council Member Requests for Workshop Topics

E. Adjournment

All public City meetings are held in accessible locations. Auxiliary aids will be provided upon request with at least 72 hours advance notification. Please contact 469-1102 if you have any questions regarding this notice.

CITY OF BROOKINGS

COUNCIL WORKSHOP REPORT

Meeting Date: 6-2-2025

Originating Dept: Admin.

Signature (submitted by)

City Manager Approval

Subject: **Strategic Plan Update**

Financial Impact: TBD

Background/Discussion:

The City Council adopted the first Strategic Plan in 2009. Since then, both short, and long term, strategic plans were developed comprised of elements from the Comprehensive Plan, Downtown Master Plan and Urban Renewal Plan.

The City Council, in the past, has conducted an annual workshop to develop a strategic plan for the calendar year. The strategic plan is used as a guidance document for budget preparation and prioritization of work/services. Progress on the strategic plan is typically reviewed at a City Council workshop on a quarterly basis.

The City adopted the 2019-2021 Strategic Plan in October 2019. A Council Workshop was held on August 5, 2019. A number of action items were identified as completed and were proposed for deletion. There were other items that were discussed as additions or updates. An additional Council Workshop was held on October 7, 2019 to discuss updates to this plan and review the proposed changes. Those are incorporated into the attached draft 2019-2021 Strategic Plan.

The 2019-2021 Strategic Plan is the last plan adopted by Council. Staff and Council changeover over the past several years has delayed the process of adopting a new strategic plan. In September of 2024 there was discussion about a complete revamp of the plan and on February 3, 2025 the council decided to go towards a more modern and comprehensive route with the council input and the focus being on creating a Mission Statement, defining Core Values, a Vision Statement and establishing Key Priorities and Goals.

Attachment(s)

Strategic Planning Workshop Agenda: Building Brookings Future
Collection of Council Input on the Strategic Plan
Examples of Strategic Plans from Multiple Cities



Strategic Planning Workshop Agenda: Building Brookings' Future

Council-led strategic alignment session to:

- Affirm shared direction.
 - Clarify priorities.
 - Set a clear roadmap that department heads can implement with confidence.
-

◆ Mission Statement – Why We Exist

A mission statement explains the City's **core purpose** and **primary role** in the community.

✓ **Please review and circle/highlight language you support.**

✎ **Suggest changes or preferred phrases in the space provided.**

Option 1: *"The City of Brookings exists to provide dependable public services and infrastructure that support a safe, vibrant, and resilient community, while preserving the natural beauty and coastal character that define our home."*

Option 2: *"To foster a thriving, inclusive community by delivering excellent public services, preserving Brookings' natural beauty, and promoting a high quality of life for all who live, work, and visit here."*

Option 3: *"The City of Brookings is dedicated to creating a welcoming, sustainable, and resilient coastal city that honors our rich history and breathtaking environment while serving the needs of residents, businesses, and visitors through transparent and responsive leadership."*



 **Comments or suggested edits to Mission Statement:**

Vision Statement – Where We’re Headed

A vision statement describes what we aspire to become in the next 10–20 years.

 **Please review and circle/highlight language you support.**

 **Suggest changes or preferred phrases in the space provided.**

Option 1: *“Brookings will be a thriving, recognized coastal community known for its natural beauty, strong local economy, and inclusive, connected neighborhoods that offer a high quality of life to all.”*

Option 2: *“Brookings will be a model coastal city built on the four pillars of social inclusion, economic opportunity, physical well-being, and effective governance—creating a safe, vibrant, and resilient community for generations to come.”*

Option 3: *“Brookings will be a premier coastal destination and livable hometown, where natural beauty meets hospitality, economic opportunity, and a strong sense of community identity.”*

 **Comments or suggested edits to Vision Statement:**



Core Values – What We Stand For

Core values are the principles that guide the City's **leadership, decision-making, and community interactions**.

Below is a draft list based on your input.

 **Select the top 5 values you support.**

 **Add or suggest different language or values you believe belong here.**

-
- ☒ Integrity
 - ☒ Transparency
 - ☒ Community Engagement
 - ☒ Public Safety
 - ☒ Resilience
 - ☒ Sustainability
 - ☒ Stewardship
 - ☒ Fiscal Responsibility
 - ☒ Innovation
 - ☒ Hospitality
 - ☒ Service-Oriented Leadership
 - ☒ Diversity & Inclusion
 - ☒ Efficiency
 - ☒ Accountability
 - ☒ Support for City Employees

 ***Other values or edits to wording:***



KEY PRIORITIES – What We Must Focus On (5–10 Years)

Recurring Priority Areas:

- **Infrastructure Improvements** (including code enforcement, utilities)
- **Public Safety** and reducing unsafe conditions
- **Economic Development** (support small business, upscale lodging, workforce housing)
- **Tourism Growth** and destination development
- **Community Engagement & Quality of Life**
- **Organizational Capacity** and strategic internal review (efficiency, sustainability)

Proposed Goals (from responses):

1. **Trust & Communication**
2. **Economic & Financial Resilience**
3. **Livability & Community Wellness**
4. **Preserve Brookings' Unique Coastal Identity**

 ***Other priorities or edits to wording:***

FINAL THOUGHTS:

Timestamp	Mission Statement - A mission statement defines why the City of Brookings exists and what its core purpose is. What do you believe should be the City of Brookings' primary mission? (Example: "To provide excellent public services and promote a safe, vibrant, and sustainable community for residents and visitors.")	Vision Statement -A vision statement describes what we aspire to be in the future. What is your vision for Brookings in the next 10-20 years? (Example: "Brookings will be a thriving coastal community with a strong local economy, high quality of life, and preserved natural beauty.")	Core Values - Core values are the principles that guide our actions and decisions as a city. Please list 4-6 values you believe should guide the City's decision-making and leadership. (Examples: Integrity, Sustainability, Economic Growth, Public Safety, Transparency, Community Engagement, Resilience, Innovation, Stewardship, Diversity & Inclusion.)	Key Priorities & Goals - What are the most important issues or opportunities that the City should focus on in the next 5-10 years? (Examples: Infrastructure improvements, affordable housing, economic development, tourism, environmental conservation, public safety, community services, transportation.)	Additional Thoughts - Is there anything else you feel is important to consider as we shape our mission, vision, and strategic plan?
3/14/2025	To provide the public services our community can count on that allow our community to thrive.	To be a coastal community that is economically resilient, preserves its values and natural beauty.	Financially solvent, family oriented, resiliency in infrastructure, safety, community engagement. City of Brookings Statement of Values The City of Brookings is committed to serving our community with integrity, transparency, and a focus on the future. We recognize that our employees are the heart of our ability to serve our community, and we value our team's contributions. We are committed to providing efficient and responsive services to our residents, operating with the highest ethical standards, and ensuring the long-term fiscal sustainability of our city. We believe in: Transparency: We are open and accessible in our operations, providing clear and timely information to our residents. We believe in open communication and actively seek community input in our decision-making processes. We strive to make information readily available and easy to understand. Efficiency: We are committed to maximizing resources and streamlining processes through efficient operations. This includes staying up-to-date with best practices, both legally and logistically, to ensure effective and responsible governance. We are dedicated to providing high-quality services in a timely and cost-effective manner, while continually seeking ways to improve our processes and utilize resources wisely. We prioritize streamlining operations, eliminating unnecessary bureaucracy, and maximizing the value of every tax dollar.	Quality of life improvements, public safety, Infrastructure improvements, economic resilience, community engagement	
3/15/2025	City of Brookings Mission Statement: The City of Brookings is dedicated to fostering a thriving, sustainable community that honors its rich history and preserves its breathtaking natural beauty. We strive to cultivate a welcoming and supportive environment where residents and visitors alike can enjoy a unique coastal experience. By prioritizing responsible stewardship of our resources and promoting community unity, we aim to ensure Brookings remains a cherished home and destination for generations to come.	City Of Brookings Vision Statement: Brookings is a model coastal city celebrated for its natural beauty, rich history, and strong community. We strive for a future built on transparency, efficiency, and ethical conduct, ensuring safety, fiscal sustainability, and a welcoming environment for all.	Responsiveness: We are committed to actively listening to our residents and responding promptly and respectfully to their needs and concerns. We value community feedback and use it to inform our policies and programs. We strive to be accessible and approachable, fostering a culture of open dialogue. Ethical Conduct: We adhere to the highest ethical standards in all our actions and decisions. We are committed to honesty, integrity, and fairness in our dealings with residents, businesses, and each other. We hold ourselves accountable for our actions and strive to earn and maintain the public's trust. Fiscal Sustainability: We are committed to responsible financial stewardship of public funds, ensuring long-term fiscal sustainability for the City of Brookings. This involves strategic planning that prioritizes not only the immediate needs of our community, but also the future well-being of generations to come. We make informed financial decisions that consider the true cost per unit and long-term value, rather than solely focusing on short-term savings or the cheapest option of today. We strive to maintain a balanced budget, manage debt responsibly, and invest wisely in infrastructure and services that will benefit our community for years to come. Our Team: We value our employees and community partners and are committed to fostering a positive and supportive work environment that promotes growth, collaboration, and high morale, enabling us to best serve our community. Safety: We value the safety and well-being of all our residents and are committed to creating a secure community where everyone can live, work, and thrive. These values guide our work and shape our interactions with the community. We are dedicated to upholding these principles and working collaboratively to build a thriving and sustainable future for Brookings.	Goals 1: Communication and Trust - Sustain and improve the City's communication program and work intentionally to advance citizen trust, engagement, and involvement. Goal 2: Prosperous Community - Create an environment where: 1. City's financial position, policies, infrastructure, and services support current and future needs; and 2. Residents can thrive for a lifetime via job opportunities through a diversified and growing economy. Objective 1: Improve the City's long-term resilience and impact by: 1. Promoting robust financial health; 2. Fostering innovative research and policy solutions; and 3. Integrating efficient, sustainable best practices into operational processes, so that the City will be well-equipped to address community challenges and needs. (This should include a city-wide assessment – Recruit organization to conduct a comprehensive and detailed efficiency and best practices evaluation of all aspects of City operations (including but not limited to policies, procedures, systems, facilities, and finances) and implement a plan of action based upon findings.) Objective 2: Enhance the unique character of Brookings and create a cohesive City, to ensure it reflects and promotes our cultural, historical, and social values. Aim to actively identify and cultivate City's own unique identity, foster a strong sense of community, improve the quality of life for residents, and attract visitors and businesses, ultimately contributing to the City's long-term sustainability and success. Goal 3 - Livability and Quality of Life - Sustain and improve the City's livability and quality of life for Brookings' residents and visitors. Goal 4 - Celebrate and maintain Brookings unique coastal charm, and history protecting our small-town attributes while fostering sustainable growth and development.	Just want to thank you for all of your hard work on this!!!
4/6/2025	The Mission of the City of Brookings is to provide quality public services, facilities and opportunities that create, sustain, and enhance a safe, livable, and vibrant community for its residents, businesses, and visitors.	The Vision of the City of Brookings is to be a healthy and safe city that is recognized at state and national levels, attaches importance to the health and vibrancy of our community through the four pillars of the city, with the focus on sustainable and inclusive development of models which act as a lighthouse to other aspiring coastal cities. 4 Pillars Social- Development of a "city center", supporting endeavors that showcase, create, educate and protect our richly diverse community, culture and history, to ensure our citizens a sense of community and belonging. Economic- Drive Economic Growth and prosperity with the focus of our downtown, promotion of entrepreneurship, new business, and job creation, and increasing tourism through active partnership with community organizations. Physical- Healthy and sustainable living, Community Wellness and Enrichment, resident active involvement and participation,& safety, care, and appreciation of our natural resources. Institutional- Build Safe and Sustainable Infrastructure and Services, ensuring access to and supporting public safety, transportation, utilities, government, libraries, education, healthcare, and recreation. Brookings is a vibrant coastal town seducing visitors with unmatched natural beauty and luxurious accommodations sustained by a welcoming but independent and hard-working community.	I already expect Integrity and Transparency to guide every action and decision whether basic city employee or department leadership level. These two are a must in every situation and should not have to be asked, they are mandatory every time. Health and sustainability, Safety, community engagement, and economic growth.	The 4 pillars as I discussed in the Vision statement.	I am going to be completely honest with you and do believe we should be meeting in an Executive session or a work session as council and city manager. I am concerned that there has not been the type of leadership that is needed from the city council for many years (we are all quite new)and that city employees have tried their best to determine what is needed. This can be a slippery slope leading to pet projects, individual desires, no oversight, and no vision. The city council, mayor, and city manager should drive the process of creating the strategic plan setting the direction and priorities. We should be gathering input from key city staff members (department leadership) and our citizens and then meeting to determine the plan. The process seems to be turned around where you are asking the council to give input so you and your department heads can build it. I am not trying to be rude or disrespectful, just honest.
4/6/2025	To provide a safe and productive environment that promotes our unique way of life for both residents and visitors.		Authentic, safe, Integrity, transparency, stewardship, service-minded, hospitality	Work-force housing, economic growth, 20% increase in small businesses, larger conference center, upscale lodging, code enforcement, reduce unacceptable/unsafe living conditions	

VISION

We envision a prosperous and sustainable future for Vernon, where green spaces are preserved and protected, housing meets the needs of all, neighbourhoods are strong and vibrant, alternative transportation options are available, the downtown is revitalized, and age and youth friendly activities abound.

Based on Vernon's Official Community Plan

CITY OF VERNON MISSION STATEMENT

To deliver effective and efficient local government services that benefit our citizens, our businesses, our environment and our future.

Adopted November 2015

ADVOCACY

We will continue to partner and collaborate with other orders of government to influence policies that support our community, region, and strategic goals.

GOVERNING VALUES

What guides our decision-making?

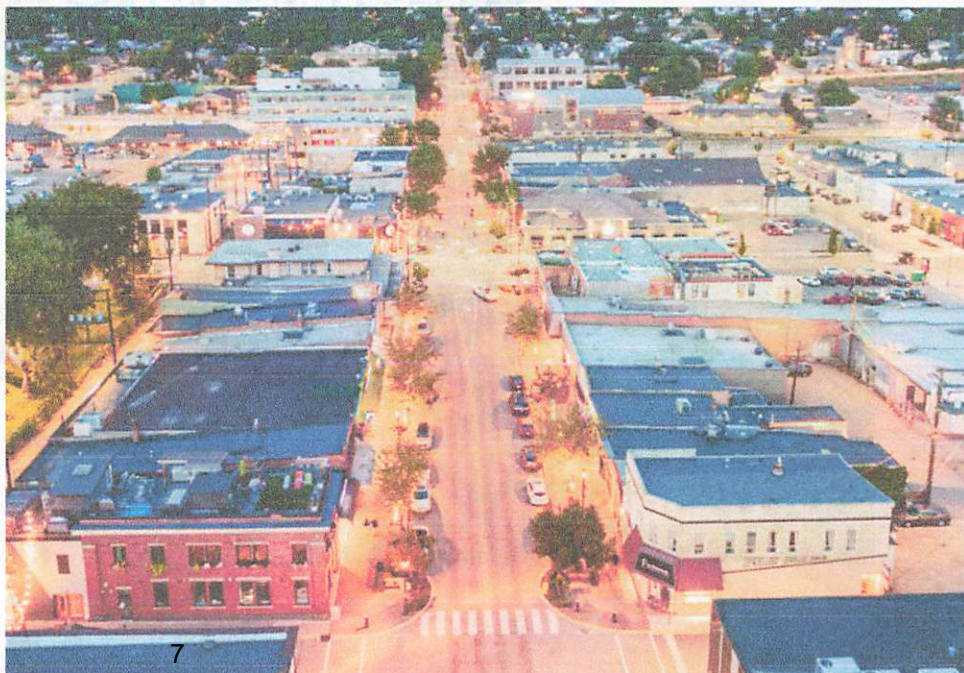
INTEGRITY: Our words match our actions

SOUND INFORMATION: We make decisions based on data and smart growth principles

PRINCIPLES: We apply common principles to ensure fairness and to increase trust

FAIRNESS: Our decisions are unbiased and focused on equal opportunity

TRANSPARENCY: We make decisions in a way that builds trust and we are willing to explain our "why"



STRATEGIC
PRIORITIES



CITY OF VERNON MISSION STATEMENT

To deliver effective and efficient local government services that benefit our citizens, our businesses, our environment and our future.

2023 – 2026 COUNCIL STRATEGIC PLAN



LIVABILITY



AREAS OF FOCUS

HOUSING

Continue to encourage housing diversity and development to create a resilient, equitable, and accessible community

COMMUNITY SAFETY

Focus on enhancing the safety of the community by: continuing to support emergency services; emergency preparedness; and collaboratively addressing street entrenchment issues

PROACTIVE PLANNING

Engage citizens in updates to the Official Community Plan (OCP) to align with their expectations and vision, proportionate to the community

VIBRANCY



AREAS OF FOCUS

VIBRANT DOWNTOWN

Support strategic initiatives to foster a safe, inviting, and vibrant city core

ARTS AND CULTURE

Acknowledge local culture and history and nurture the arts

COMMUNITY PARTICIPATION AND TOGETHERNESS

Create meaningful opportunities for residents to participate in and with the community

ECONOMIC PROSPERITY

Continue to work with organizations and businesses in the community to promote and generate business development and tourism

RECREATION, PARKS AND NATURAL AREAS



AREAS OF FOCUS

RECREATION

Ensure the community has the sport, recreation, health, and well-being resources necessary to support residents and attract visitors

PARKS

Maximize the accessibility and usability of parks in the City

TRAILS AND NATURAL AREAS

Promote and protect Vernon's natural assets through strategic acquisition and responsible stewardship

ENVIRONMENTAL LEADERSHIP



AREAS OF FOCUS

ASSET MANAGEMENT

Proactively fund and maintain built and natural assets

CLIMATE ACTION

Take responsible steps to implement Vernon's Climate Action Plan

BUILDING RESILIENCE AND WILDFIRE MANAGEMENT

Protect the community and foster resilience in the face of natural and climate change-related risks

TRANSPORTATION

Review and update the Transportation Master Plan to keep residents and visitors moving in a responsible and sustainable way

GOVERNANCE AND ORGANIZATIONAL EXCELLENCE



AREAS OF FOCUS

GOOD GOVERNANCE

Lead by example in strong and disciplined decision making

RECONCILIATION

Take meaningful steps toward reconciliation with Indigenous Peoples and look for opportunities to collaborate

EXTERNAL RELATIONSHIPS

Work with community groups, neighbouring municipalities, and other orders of government to positively impact our region

RECRUITMENT AND RETENTION

Ensure we are creating an environment where employees are supported and retained

SOUND INTERNAL PROCESSES

Focus on internal systems and processes that support effective and efficient service delivery



2022-2024
City Council Strategic
Plan

Vision: City of Wabasha is committed to the preservation of its history, to affordability and high quality of life, a vibrant tourism community, and conserving its exceptional natural environment.

COMMUNITY GROWTH AND DEVELOPMENT



- Goal 1: Expand residential and commercial growth through Highway 60 Re-Route.
- Goal 2: Develop new athletic field facilities near City Hall.
- Goal 3: Partner with US Army Corps and execute Barge Terminal Project.
- Goal 4: Identify, attract and retain businesses, particularly child care.

SUSTAINABLE INFRASTRUCTURE



- Goal 1: Complete assessment of city facilities, including buildings, parks, trails, roads.
- Goal 2: Create a detailed Capital Improvement Plan, that prioritizes and creates timed development for capital projects.
- Goal 3: Prioritize and implement recommendations from water and wastewater facilities plan.

FINANCIAL RESOURCES



- Goal 1: Engage surrounding townships in financial support for Ambulance Service.
- Goal 2: Manage external resources like grants and philanthropy to maximize funding for prioritized projects.
- Goal 3: Continue a multi-year financial model to improve planning and long-term stability for the City.

ORGANIZATIONAL STRENGTH



- Goal 1: Invest in training and development opportunities for employees.
- Goal 2: Review Employee Compensation and Benefits.
- Goal 3: Ensure access to mental health services.
- Goal 4: Update Personnel Policies, to add clarity to expectations and ensure positive work environment.

Town of Rome Strategic Plan Overview 2019-2024

Long Term Goal

Develop an infrastructure system available to create shovel-ready development sites by 2030.

Strategic Milestones

5Yr

Infrastructure Plan for Lakes

Business Park Doubles In Assessed Value

Increased Assessed Value By 20%

3Yr

Business Park Sewer System

Developer Pool

Housing Developments (Senior/Transitional)

1Yr

Utility Plan

Zoning

Identify Funding

WISE GOAL

Complete a comprehensive utility plan to provide infrastructure (internet, water, sewer, power) that protects Rome's rustic charm while allowing for targeted development.

Use zoning as a tool to shape growth in ways that retain Rome's environment while promoting targeted growth.

Create an approach to funding that leverages available State, Federal and programatic sources to minimize impact on end users and town taxpayers.

SMART GOAL

Assemble an Request for Proposal (RFP) for planning services to provide a comprehensive utility (internet, water, sewer, power) plan for the Town, with a draft completed no later than December 1, 2019 and a contract awarded by April 1, 2020.

Identify communities similar Rome with infrastructure and shovel-ready sites, and narrow down to three communities to study & visit no later January 31, 2020. Prepare Zoning amendments necessary to duplicate success and present finding to the Town Board by April 1, 2020.

Identify at least four possible funding sources evaluating the viability for the Town of Rome, presenting the best options to the board by February 2020.

WHY Do It

Provides the opportunity to positively affect water quality by shaping future septic and water use while working to encourage and manage commercial or residential development.

Provides the tools for the Town to facilitate growth while balancing needs for green space, infrastructure, development and recreational opportunities.

Provides transparent sources of funding that support measured, feasible budgetary goals.

Mission

Positively applying the tools of government to serve and protect our people, strengthen our community and promote prosperity.

Vision

The Town of Rome promotes an attractive destination that seamlessly blends the convenience of contemporary living with nature and the timeless charm of rustic Wisconsin.

Values

Communication

Utilizing proactive transparent language to engage everyone to find common ground in a civil discourse.

Professionalism

Going above and beyond with passion, dependability and dedication.

Inclusion

Embracing our differences to create a welcoming culture of compassion, safety and security.

Honesty & Integrity

Every interaction confirms that we are a trustworthy and ethical organization.

Teamwork

Throughout the organization, we will collaborate with each other to meet a common goal and exceed expectations.



Strategic Plan

Vision

Savage is an inclusive community for all ages and stages of life. A safe, welcoming place with abundant natural amenities. We honor our unique history while simultaneously planning our growth and the creation of a dynamic, full-service city.

Mission

Our mission is to maintain and enhance a high quality of life in the city. We do this through the delivery of reliable, resilient, cost-effective services and thoughtfully planned growth.

Tagline: *Naturally Resourceful*

Guiding Principles



Public Safety

Savage will maintain and promote a high level of public safety to meet the demands of a changing community



Natural Resources & Recreation

Savage will preserve and enhance our natural amenities and maximize recreational opportunities



City Services

Savage will provide high quality, innovative City services to meet changing needs



Community Identity

Savage will foster a pride of place that capitalizes on the unique qualities and history of our community



Transportation & Transit

Savage will facilitate the development of efficient and effective transportation systems that provide for both local and regional needs



Planning & Development

Savage will facilitate thoughtfully planned, balanced and diverse development

2022-2025 Strategic Priorities



Community Identity

A sense of place and a clear vision



Planned Redevelopment & Downtown Renewal

Thoughtfully planned growth and renewal



Maintain & Enhance Parks, Recreation, Trails, and Natural Resources

High quality natural amenities



Workforce Capacity

Capabilities and capacity to meet community needs

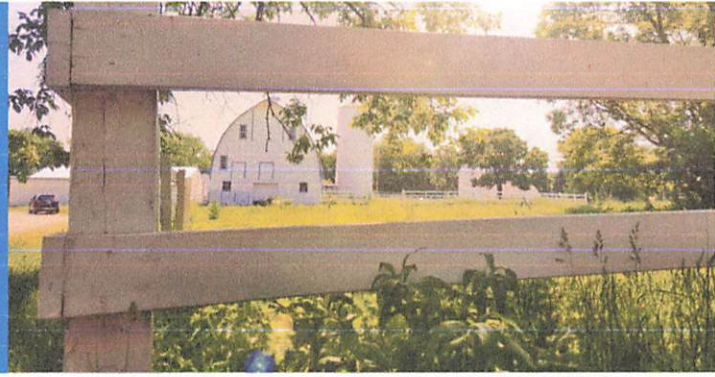
STRATEGIC PLAN SUMMARY 2022–2025

City of Savage

Strategic Priority	Desired Outcome	Key Outcome Indicator	Target	Strategic Initiatives
Community Identity <i>"A sense of place and a clear vision"</i>	The City of Savage has a recognizable identity.	- Positive change in community feedback re: community identity	- Between 2022-25, improve the % of residents that can describe Savage's community identity	1. Create and implement a community identity strategy 2. Create a Communication Plan to promote the identity. 3. Prioritize the Placemaking Plan 4. Create Community Engagement plan
	Spaces in our community that people feel connected	- # of completed placemaking projects	- Complete 5 new placemaking projects by 2027	
	All segments of the community are effectively engaged	- Community feedback results indicate engagement	- >33% of residents feel that they are effectively engaged on the 2024 Community survey	
Planned Redevelopment & Downtown Renewal <i>"Thoughtfully planned growth and renewal"</i>	Land use policies that support the City's vision	- # of land use chapters updated	- C4 Zoning District Implemented by 7/2022 - Zoning code updated by 10/2023 - Subdivision code updated by 12/2023 - Signage policies updated by 2/2024	1. Update City Code Chapter 15 (land use) 2. Create a Downtown Plan 3. Update economic development policies 4. Create housing improvement loan program 5. Complete streets policies
	Economic development policies that support the City's vision	- # of new policies recommended by EDC - # of economic development progress milestones achieved	- Update of economic development policies completed by 10/2023	
	High quality & diverse housing stock	- # of loan programs approved by 12/2022	- TBD of housing units improved/rehabilitated by 12/2024 - 100 grants/loans issued	
Maintain & Enhance Parks, Recreation, Trails & Natural Resources <i>"High quality natural amenities"</i>	Clear direction for parks, recreation, trails, and natural resources	- # of Park and Recreation plan elements adopted by Council	- Parks Master Plan updated by 12/2023	1. Update Parks & Recreation Master Plan 2. Update Natural Resources Plan 3. Rev Pedestrian/Bike Master Plan 4. Ev
	Sustainable financing for parks, recreation, trails, and natural resources	- \$ committed to capital plan	- Full funding of Capital Improvement Program of park, recreation, trails, and natural resources items for the next 5 years	
	Preservation of natural resources	- # of plans adopted - Acres protected	- Implement Natural Resources Plan by 12/2023	
Workforce Capacity <i>"Capabilities and capacity to meet community needs"</i>	Adequate staff to meet service demands	- # of service levels met	- Measure major service levels by 2025	1. Reevaluate workforce policies to meet emerging service demands 2. Develop plan for tracking service levels 3. Develop Recruitment Plan to attract more diverse candidates 4. Develop Employee Retention Plan 5. Update Compensation Study
	Staff and volunteers reflect the community	- Increase in racial diversity of staff - Increase in racial diversity of volunteers	- Increase racial diversity by 5% for City Staff, Boards/Commissions by 2025	
	Stable workforce	- Turnover rate reduction - Increase in avg. length of service	- Reduce average turnover rate to < 15% by 2025	

STRATEGIC PRIORITY 1

Community Identity



OUTCOME

The City of Savage has a recognizable identity

KEY OUTCOME INDICATOR

Positive change in community feedback re: community identity

TARGET

Between 2022-25, improve the % of residents that can describe Savage's community identity

OUTCOME

Spaces in our community that people feel connected to

KEY OUTCOME INDICATOR

of completed placemaking projects

TARGET

Complete 5 new placemaking projects by 2027

OUTCOME

All segments of the community are effectively engaged

KEY OUTCOME INDICATOR

Community feedback results indicate engagement

TARGET

>33% of residents feel that they are effectively engaged on the 2024 Community Survey

STRATEGIC INITIATIVES

a. Create and implement a community identity strategy

b. Create a Communication Plan to promote the identity

c. Prioritize the Placemaking Plan

d. Create Community Engagement Plan

STRATEGIC PRIORITY 2

Planned Redevelopment & Downtown Renewal



OUTCOME

Land use policies that support the City's vision

KEY OUTCOME INDICATOR

of land use chapters updated

TARGET

C4 Zoning District implemented by 7/2022; Zoning code updated by 10/2023; Subdivision code updated by 12/2023; Signage policies updated by 2/2024

OUTCOME

Economic development policies that support the City's vision

KEY OUTCOME INDICATOR

of new policies recommended by EDC; # of economic development progress milestones achieved

TARGET

Update of economic development policies completed by 10/2023

OUTCOME

High quality & diverse housing stock

KEY OUTCOME INDICATOR

of loan programs approved by 12/2022

TARGET

TBD of housing units improved/rehabilitated by 12/2024; 100 grants/loans issued

STRATEGIC INITIATIVES

- a. Update City Code Chapter 15 (land use)
- b. Create a Downtown Plan
- c. Update economic development policies

- d. Create housing improvement loan program
- e. Complete street policies

Strategic Plan

Our Mission

To foster healthier communities by economically providing caring human services that empower and enable the people we serve to improve their quality of life.

Our Vision

A community where people know they are valued, belong and have opportunity and purpose.

Our Strategic Goals:

Life Stabilization | Maximize Assets | Demonstrate Value

Our Values in Action

Kind

We are patient, understanding, caring, compassionate and trauma-informed.



Respectful

Our interactions with all people are sincere, considerate and without prejudice.



Inclusive

We embrace the personal values, beliefs, and cultural practices of the people we support.



Integrity

We are honest, transparent and equitable, recognizing the public trust that is placed in us.



Collaborative

We work as a team with our colleagues, community partners, and the people we serve to achieve the best outcomes.



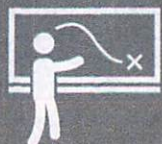
Dependable

We can be relied on to deliver our services in a consistent, coordinated and professional manner.



Strategic Directions

Modernize Service System Planning



- Improve digital and electronic access to programs and services
- Put in place technology that enables the people we serve to have better access to services and supports
- Use Information Technology to streamline internal processes, improve data quality and support data sharing across departments
- Transform business practices to support more responsive delivery based on the outcomes of the people we serve
- Explore creative options to offer and support enhanced or expanded programs and services

Strengthen Collaboration



- Work together with partners to balance local priorities with operational and financial realities
- Incorporate Indigenous Truth and Reconciliation guiding principles and practices in the engagement, development and delivery of programs
- Work with community health organizations to better integrate health supports into the services we offer

Holistic Approach to Human Services



- Continue to promote integration between internal and external program/ service areas and support the implementation of a single window access to human services
- Focus on a five-year housing stability and homelessness reduction and stabilization strategy for chronically homeless, low and moderate income, individuals and households, including youth, seniors, victims of violence, Indigenous, and lone parent families (i.e., vulnerable groups)
- Pursue opportunities to pilot innovative programs and services that support life stabilization of residents
- Demonstrate a commitment to service delivery that is based on inclusive and culturally appropriate practices and processes respectful of the diversity of the residents in the District

Effective Infrastructure Renewal



- Assess all DSSAB assets; including housing, child care, and public sites
- Develop a housing priority plan that outlines options to support core need households, including repurposing existing infrastructure and building new financially assisted housing
- Work with the municipal, private, public and the non-profit sectors to use available infrastructure to better meet community needs

Achieve Organizational Excellence



- Use program statistics and performance indicators to demonstrate program and service outcomes and help decision-making
- Build a culture of employee engagement, training, and collaboration
- Improve communications with various stakeholders and local media
- Ensure that the DSSAB is consistent, accountable, and efficient by reviewing business practices and processes
- Continue to meet our legislative and regulatory obligations
- Effectively balance service priorities and financial resources with DSSAB corporate strategic goals



CITY OF CLEARWATER STRATEGIC PLAN

VISION

A community that thrives from Bay to Beach.

MISSION

Clearwater is committed to quality, sustainable, cost-effective municipal services that foster and sustain a healthy residential and economic environment.

 HIGH-PERFORMING GOVERNMENT	 ECONOMIC & HOUSING OPPORTUNITY	 COMMUNITY WELL-BEING	 ENVIRONMENTAL STEWARDSHIP	 SUPERIOR PUBLIC SERVICE
Deliver Effective and Efficient Services by Optimizing City Assets and Resources	Foster a Prosperous and Enduring Economy That Promotes Opportunity for All	Ensure Exceptional Communities and Neighborhoods Where Everyone Can Thrive	Implement Proactive Solutions and Emerging Technologies for a Sustainable and Resilient Community	Promote a Diverse and Talented Workforce Through Competitive Opportunity, Employee Wellness, and Rewarding Career Growth
OBJECTIVES <ul style="list-style-type: none"> 1.1 Provide evidence-based measurement tools to continually guide municipal performance and promote accountable governance. 1.2 Maintain public infrastructure, mobility systems, natural lands, environmental resources, and historic features through systematic management efforts. 1.3 Adopt responsive levels of service for public facilities and amenities, and identify resources required to sustain that level of service. 1.4 Foster safe and healthy communities in Clearwater through first-class public safety and emergency response services. 1.5 Embrace a culture of innovation that drives continuous improvement and successfully serves all our customers. 	OBJECTIVES <ul style="list-style-type: none"> 2.1 Strengthen public-private initiatives that attract, develop, and retain diversified business sectors. 2.2 Cultivate a business climate that welcomes entrepreneurship, inspires local investment, supports Eco-friendly enterprises, and encourages high-quality job growth. 2.3 Promote Clearwater as a premier destination for entertainment, cultural experiences, tourism, and national sporting events. 2.4 Support equitable housing programs that promote household stability and reduce the incidence of homelessness within Clearwater. 2.5 Facilitate partnerships with educational and research institutions to strengthen workforce development opportunities. 	OBJECTIVES <ul style="list-style-type: none"> 3.1 Support neighborhood identity through services and programs that empower community pride and belonging. 3.2 Preserve community livability through responsible development standards, proactive code compliance, and targeted revitalization. 3.3 Promote marketing and outreach strategies that encourage stakeholder engagement, enhance community education, and build public trust. 3.4 Inspire citizen participation through civic engagement and volunteerism to build strong, inclusive, and engaged communities. 	OBJECTIVES <ul style="list-style-type: none"> 4.1 Support proactive climate resiliency strategies based in science to protect natural and built environments from impacts associated with sea level rise. 4.2 Adopt renewable resource usage and waste reduction practices to ensure a vibrant City for current and future generations. 4.3 Protect the conservation of urban forests and public green spaces to promote biodiversity and reduce our carbon footprint. 4.4 Develop accessible and active transportation networks that enhance pedestrian safety and reduce citywide greenhouse gas emissions. 	OBJECTIVES <ul style="list-style-type: none"> 5.1 Attract and retain top-quality personnel through the maintenance of a competitive compensation program. 5.2 Encourage professional development through employee educational opportunities, skills-based training, and leadership succession planning. 5.3 Generate organizational success through collaborative engagement and inclusive decision-making to create shared value outcomes. 5.4 Enhance employee health and productivity through a holistic approach to workplace wellness and benefit resources.



CITY OF CLEARWATER STRATEGIC PLAN INTRODUCTION



THE PLANNING PROCESS

The City of Clearwater began a multi-year process to update the citywide Strategic Plan, commencing in 2020. The planning process included several project phases, including community engagement workshops, internal and external stakeholder surveying, service demand and demographic analyses, and a review of opportunities and challenges facing the city.

The first Strategic Planning Workshop with the Mayor and City Council was held on October 20, 2020 to identify key strategic priority areas. The City Council's collective vision during this workshop identified several critical focus topics that required further community engagement efforts.

A virtual Community Workshop was held on October 6, 2021 to seek resident and community partner input on municipal services, projects, or critical topics to be

incorporated in the Strategic Plan. Four supplemental Community Workshops were held in April and May of 2022 to further solicit additional resident and neighborhood feedback.

The process was supplemented by two workshops with City leadership, the first occurring on November 17, 2022 to identify departmental priorities and projects for the fiscal years of 2022 and 2023.

A second Strategic Planning Workshop was held on December 8, 2022 with City Council to finalize the strategic priorities and provide policy direction for key objectives to be included in a final planning document.

The Strategic Planning Process culminated in a final Strategy Workshop, held on March 20, 2023 to gain preliminary City Council approval of five strategic priority areas, and a draft vision and mission statement for the City of Clearwater Strategic Plan.

STRATEGIC PLAN STRUCTURE

The City of Clearwater 2023 Strategic Plan establishes five priority areas that are approved by the City Council:



HIGH PERFORMING
GOVERNMENT



ECONOMIC & HOUSING
OPPORTUNITY



COMMUNITY
WELL-BEING



ENVIRONMENTAL
STEWARDSHIP



SUPERIOR
PUBLIC SERVICE

DEFINITION OF TERMS

Below is a list of common terms and definitions that are utilized in the Strategic Planning document:

- **Vision:** An ideal statement that describes where the organization is heading and expresses an aspirational view of a desired state.
- **Mission:** A general statement that describes why the organization exists, the purpose and objective of the City, and clearly articulates the services provided and the desired outcomes.
- **Values:** Themes that are incorporated throughout the City of Clearwater's Strategic Plan and that are reflected in all our daily activities. Execution of all Strategic Priorities should advance and support the identified values of Clearwater.
- **Strategic Priorities:** Broad policy areas in which the Council wants the City Team to invest public staff and fiscal resources to accomplish the Vision and Mission of the Citizenry.
- **Strategic Objectives:** Outcome-based goals toward which effort will be directed by the City Team to advance a Strategic Priority. More than one Objective may be developed for each Strategic Priority; each Objective drives the departmental actions and projects that comprise the work plans for the City Team.

CLEARWATER'S VALUES

Themes that exist within the City of Clearwater's Strategic Plan and that are reflected in our outcomes include:

Integrity, Trust, and Empathy – We serve each other and the public with respect, honesty, empathy, and transparency. Clearwater provides employees, the community and Council with timely and reliable information, and takes responsibility of its commitments to the Citizens and Public.

Adaptability and Inclusivity – We are dedicated to better reflect the communities we serve across all staffing levels and functions. Clearwater cultivates and preserves a culture that empowers employees and residents to engage and learn from each other.

Innovation and Creativity – We are committed to an adaptive, collaborative, outcome-oriented work plan that is responsive to community needs and opportunities. Clearwater values its internal and external partners for its innovative thinking and problem solving to improve service delivery.

Safety – We pledge to maintain a safe and well-prepared community. Clearwater provides employees the necessary resources to protect the people they serve and engage the community to improve public safety awareness.

Resiliency and Sustainability – We strive to develop a community that is prepared to withstand environmental and economic challenges. Clearwater prioritizes a proactive community that promotes energy stability, ensures food security, and establishes economic security.