

RESOLUTION NO. 1364

**A RESOLUTION ADOPTING THE
UPDATED CITY COUNCIL GOALS.**

WHEREAS, on April 5, 2017 the City Council adopted a City Council Values and Goals document;

WHEREAS, on February 11, 2022 and on March 9, 2022, the City Council held Special Called Meetings to review and update the Council Goals;

WHEREAS, as a result of that meeting updated City Council Goals document was produced; and

WHEREAS, the purpose of the Goals are to focus efforts of the City Council and City staff on specific plans of action.

NOW THEREFORE, BE IT RESOLVED by the City of Canby as follows:

1. The City Council Goals document attached hereto as Exhibit "A" is hereby adopted.

This Resolution will take effect on April 6, 2022.

ADOPTED this 6th day of April, 2022 by the City of Canby City Council.



Brian Hodson
Mayor

ATTEST:



Melissa Bisset, CMC
City Recorder

CITY OF CANBY

2022 COUNCIL GOALS

APRIL 6, 2022



Introduction

The City of Canby is pleased to share the summary of their 2022 goal-setting meeting. The City Council and Administration Team convened on February 11th and March 9th to identify shared priorities, clear direction for the City, and an implementation plan to support achieving the goals. The City hired Sara Wilson of SSW Consulting to facilitate the meeting and guide the group in the goal development process. Working with the Council and Administration team, an agenda was designed to focus on the following outcomes:

ROLES + RESPONSIBILITIES

Develop a clear understanding of Council and administration roles and responsibilities

SHARED GOALS

Identify shared goals and priorities to guide the team and direct the work of the organization

ACCOUNTABILITY

Identify clear short-term and long-term goals and an implementation plan that keeps the team accountable and focused

The City Council and Administration Team assessed the current environment and developed shared goals and objectives for the City. Staff will build the City's budget and align the work of the organization to pursue these goals. The City Council and staff are committed to serving the needs of Canby today and into the future. We look forward to accomplishing these goals together and invite the community to join us in our efforts by reviewing the goals, providing feedback, and staying engaged in the public process.

- Canby City Council + Administration Team



Our Team

City Council

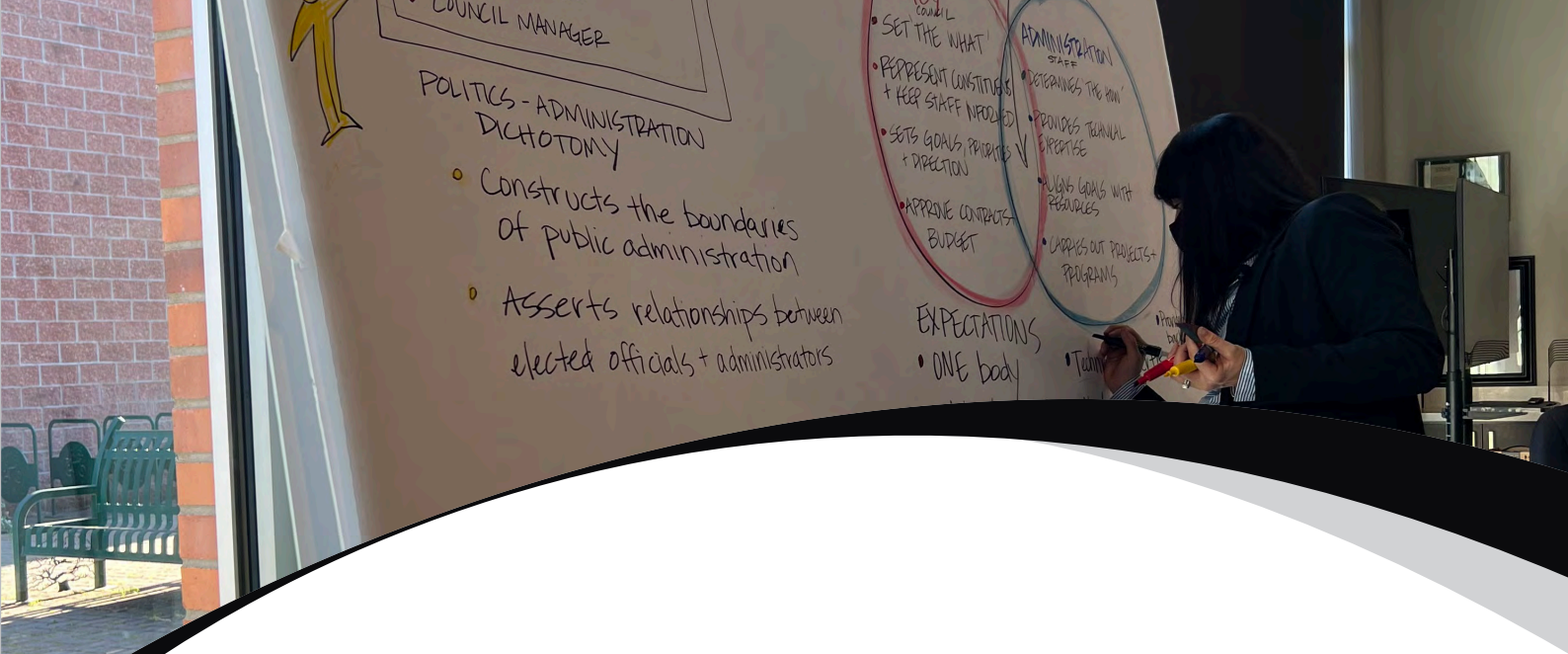
- Brian Hodson, Mayor
- Traci Hensley, Council President
- David Bajorin, Councilor
- Christopher Bangs, Councilor
- Greg Parker, Councilor
- Sarah Spoon, Councilor
- Shawn Varwig, Councilor

Administration Team

- Scott Archer, City Administrator
- Joseph Lindsay, City Attorney/Assistant City Administrator
- Melissa Bisset, Human Resources Director/City Recorder

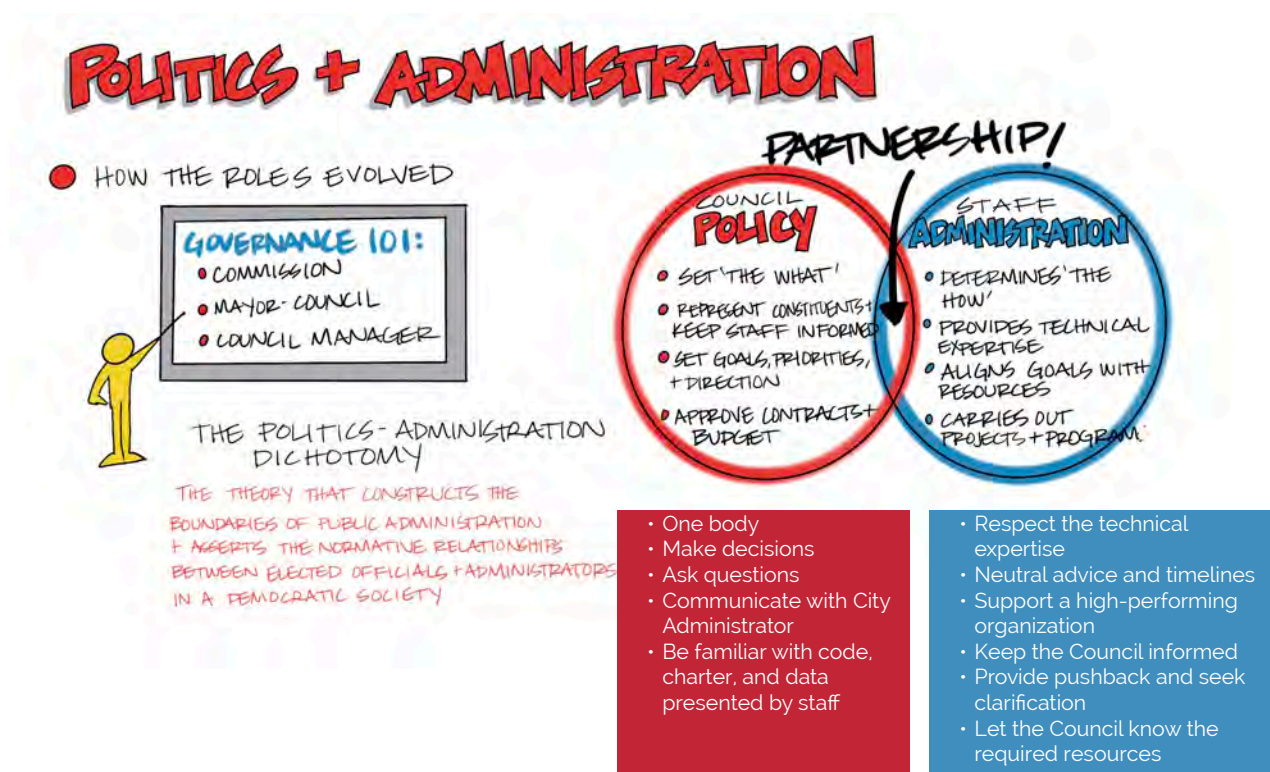
Consultant Team

- Sara Singer Wilson, Principal/Owner, SSW Consulting
- Ashley Sonoff, Associate, SSW Consulting



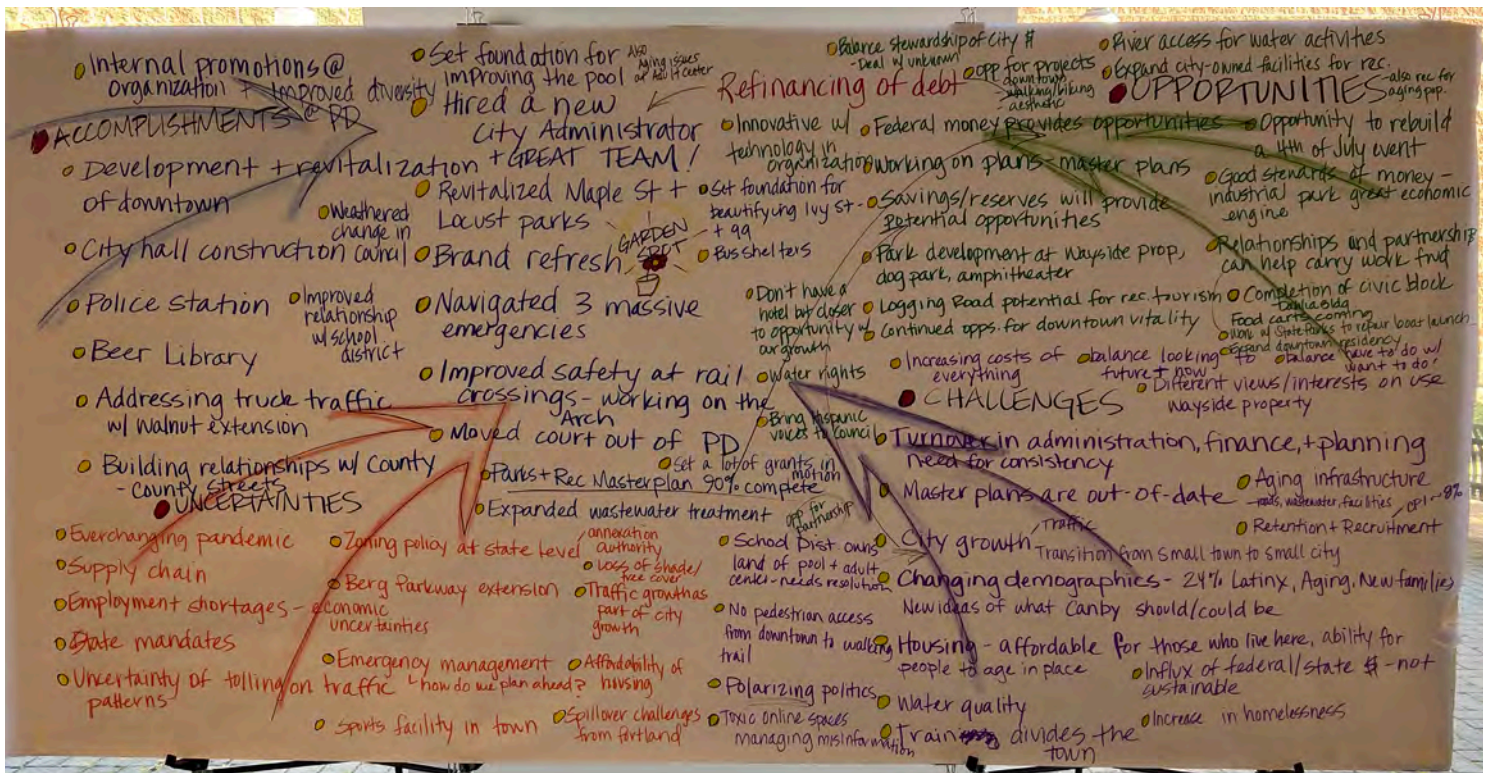
Roles + Responsibilities

The team reviewed background information on the history and purpose of the Council-Manager form of government. They also clarified the roles and expectations of Council and Administration and explored how they interact and support one another to foster an efficient and effective government. The dialogue provided context for the goal-setting discussion as well as assisting the team in determining how they will work together to advance the goals. The following graphic outlines this relationship:



Setting the Context

All organizations work within a context. The context provides valuable information for goal setting that helps reveal what is and is not possible in the future and how these internal and external factors will affect the organization's ability to pursue shared priorities. The City Council and Administration Team completed an environmental scan exercise to explore the factors that will impact the future of the organization, such as community trends, economic landscape, political forces and impending legislation, and organizational trends. The team used the information collected during this exercise to build a shared understanding to proactively address these opportunities and uncertainties in the goal development process. The following image and graphic summarizes the discussion:

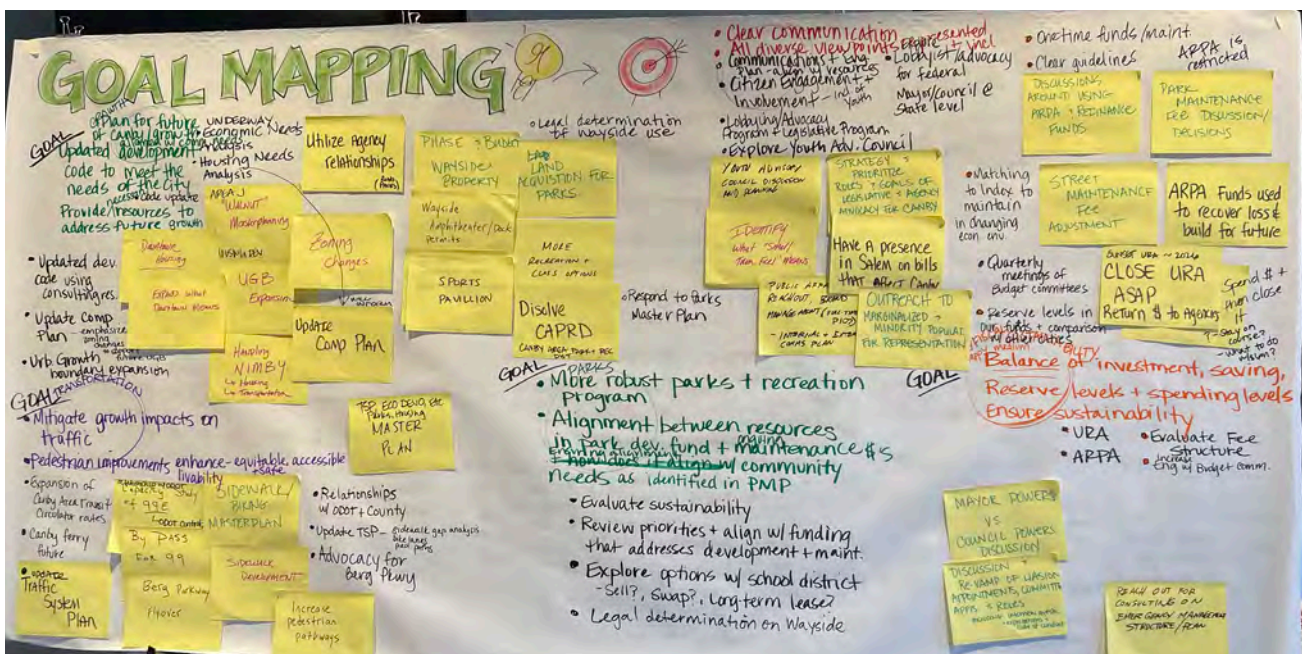


2022 Canby Council Goal Setting - Context Mapping Exercise

Challenges	Admin changes (Planning, CA, Finance Director)	Master plans out of date	City growth from small town to small city	Changing demographics and how do we reach	Missing middle housing	Lacking housing options for residents to age in place	Polarizing politics	Aging infrastructure (WWTP, roads, facilities - pool, adult center)	City staff retention and recruitment	Short-term Federal/State financial assistance	Balance future/current needs, priorities	
	Water quality (taste)	Train divides town (PD, Fire)	Traffic	Differing views on how to use the Wayside property	School District owns land where adult community center and pool are situated	Lack pedestrian access from downtown to walking trails	Managing information in online spaces	700+ new jobs coming to Amazon	Increase in homelessness (relatively new to Canby)	Increased costs + Inflation + Supply chain	Staff salary + CPI at 8% (inflation)	
Opportunities	Federal Funding	New planning documents	Land acquisition	Park development (Wayside)	Dog park, Amphitheater	Opportunity for hotel/tourism with local events	Completion of Civic Block (Dahlia Building)	Enhance recreational opportunities (youth, aging population)	Expand City-owned facilities for recreation	Work with State parks to fix boat launch	Food carts coming (not officially approved yet)	Long-term planning + financial stewardship to maximize funding
	Logging road trail development and tourism	Downtown vitality/ becoming a destination	Rebuild July 4th event	Industrial Park	Relationships with community partners	Financing of URA debt to focus on downtown mobility + beautification	Partnership with School District	River access for water activities, potential commerce	Water access rights	Expand downtown residency	20% population in Scammon speaking, hear from these voices	Innovation with technology within City staff
Accomplishments	Hired New CA and new employee	Beer Library	Navigated natural disasters- fire, ice, pandemic	Improved safety at railroad crossing	In-house promotion of staff	Refinancing of debt	WWTP expansion new clarifier	Housing Need Assessment	Set foundation for Jay Street + 99 + Bus Shelters. Beautification with collaboration	Name sewer robot		
	Moved court out of PD	Increased diversity of police force	Set foundation for improving pool	Improved relationship with School District	Weathered changes in council, appointments, dynamics	P&R Master Plan 90% done						
Uncertainties	Pandemic and ever-changing policies	Supply chain and employment shortages	Economic uncertainty	State mandates	Impact of State tolling on local traffic patterns	Zoning at State-level and impact on growth	Future of Berg Parkway	Emergency Management				
	Annexation authority removal	City growth impact on traffic	Housing affordability	Spillover issues from Portland (gun violence, etc.)	Development of sports facility is unresolved	Loss of shade (loss of large trees)						

Idea Mapping

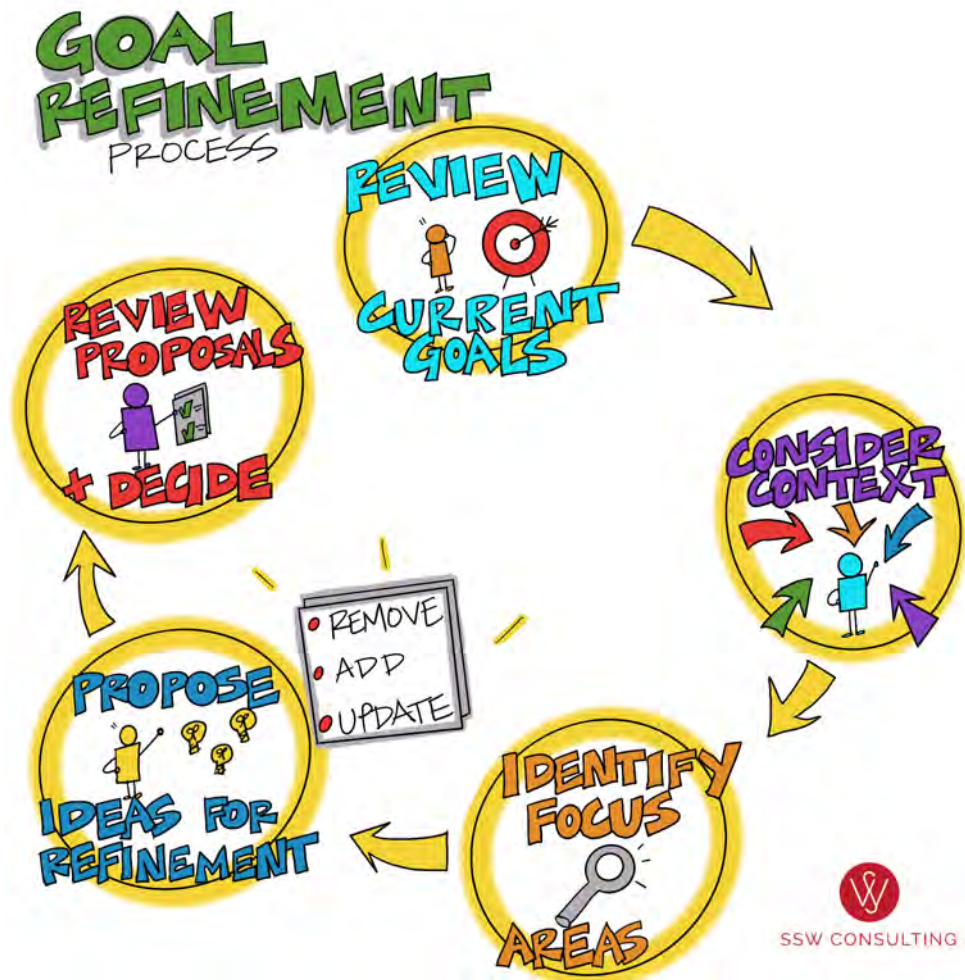
The team broke into small groups to discuss their desired outcomes and priorities for the community. As the groups reported back to the larger team, themes began to emerge and the ideas were mapped into five goal focus areas to achieve the shared desired outcomes. The following image displays the idea map that resulted from the group discussion:



The idea mapping resulted in the following focus areas:

- » Align resources to address future community growth
- » Plan a transportation system that eases the impacts of community growth
- » Develop a more robust parks and recreation program aligned with the needs identified in the Parks Master Plan
- » Enhance engagement and communications that represents broad perspectives
- » Promote financial sustainability

Following the initial meeting, Council convened again for a special meeting to further refine idea proposals into goals and objectives using the process below. Once the goals and objectives are adopted, Staff will coordinate the implementation timelines and budget proposals based on current projects in process, available resources, and staff capacity.



2022 Council Goals

PROMOTE FINANCIAL STABILITY

OBJECTIVES

- » Assess the City's reserve levels and balance savings and spending to meet community needs
- » Evaluate the City's fee structure including the park maintenance fee and street maintenance fee to address cost recovery on all fees
- » Increase engagement with the City's budget committee
- » Use ARPA funds to recover loss and build for the future
- » Leverage ARPA Funds to update the City's emergency management plan*

ALIGN RESOURCES TO ADDRESS FUTURE COMMUNITY GROWTH

OBJECTIVES

- » Complete the City's Housing Needs Analysis
- » Complete the City's Economic Needs Analysis
- » Update the City's development code
- » Expand the Canby Area Transit circulator routes
- » Update the City's Comprehensive Plan
- » Pursue an urban growth boundary expansion
- » Prepare an analysis of inclusionary zoning tools and how they could help expand housing opportunities in Canby
- » Determine the future of the Urban Renewal Agency

PLAN A TRANSPORTATION SYSTEM THAT EASES THE IMPACTS OF GROWTH

OBJECTIVES

- » Update the transportation system plan
- » Build relationships with ODOT and Clackamas County to pursue project planning resources and funding for transportation improvements
- » Develop a shared regional advocacy strategy for Berg Parkway/Arndt

DEVELOP A MORE ROBUST PARKS AND RECREATION PROGRAM ALIGNED WITH THE PARKS MASTER PLAN

OBJECTIVES

- » Explore partnership options with the School District for property sale, exchange, or long-term lease
- » Pursue the legal determination on the use of the Wayside property
- » Evaluate how to sustainably fund park development and ongoing maintenance

ENHANCE ENGAGEMENT AND COMMUNICATIONS THAT REPRESENTS BROAD PERSPECTIVES


OBJECTIVES

- » Develop a legislative program and advocacy strategy
- » Evaluate the implementation of a Youth Advisory Council
- » Develop a communications and engagement plan
- » Leverage ARPA funds to update the City's emergency management plan*

* **This objective is linked to two goals**



PROMOTE
**FINANCIAL
STABILITY**



ALIGN RESOURCES
TO ADDRESS FUTURE
**COMMUNITY
GROWTH**



ENHANCE
**ENGAGEMENT
COMMUNICATIONS**
THAT REPRESENTS
BROAD PERSPECTIVES

2022/23 CANBY CITY COUNCIL GOALS



PLAN A
TRANSPORTATION
SYSTEM THAT EASES
THE IMPACTS OF GROWTH



DEVELOP A MORE ROBUST
**PARKS +
RECREATION**
PROGRAM ALIGNED WITH
PARKS MASTER PLAN

Progress Reporting

The Council and staff discussed the importance of having a goal implementation structure to support the execution of the goals and objectives. The structure below will help to foster accountability for advancing and regularly updating the goals and objectives.

Roles: Following the adoption of the goals and objectives, each objective will be reviewed with the City's Leadership Team and a plan and timeline for implementation will be developed.

Progress Reporting: Staff will provide updates on the goals as needed for the Council. Staff reports and memorandums will reference the goals where applicable as a way to update the Council and highlight progress. Staff will provide an annual progress report on the goals. The annual progress reports will provide an opportunity to celebrate accomplishments, express ongoing needs, or communicate any implementation challenges.

Goal Updates: To ensure the goals remain relevant and are aligned with the Council and community desires, it is recommended to update the goals annually or every two years.

A Team to Advance the Goals

The Council wrapped up the meeting by reflecting on what will be necessary to work as a team to advance the goals. The team offered the following reflections on team work:

- » Stay focused on the goals
- » Always remember we are here to serve the citizens of Canby
- » Keep moving forward, listening and reacting differently (than the past)
- » Continue the dialogue
- » Focus strategies on the goals the team has identified
- » Rise above political gains and do the work of the City



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CITY OF CANBY