

RESOLUTION NO. 1384

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

WHEREAS, in August 2022, the City Council adopted a City Council Values and Goals document;

WHEREAS, in October 19, 2022, the City Council amended their City Council Values and Goals document;

WHEREAS, on February 10, 2023, the City Council held a Special Called Meeting to review and refine the existing five goal areas; and

WHEREAS, as a result of that meeting an updated City Council Goals document was produced.

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.

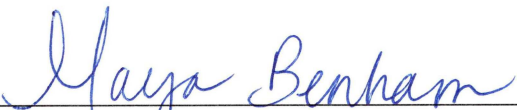
This Resolution will take effect on May 17, 2023.

ADOPTED this 17th day of May, 2023 by the City of Canby City Council.



Brian Hodson
Mayor

ATTEST:



Maya Benham
City Recorder



City of

Canby

the garden spot



CITY COUNCIL GOALS

2023-2025

MARCH
2023



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INTRODUCTION

The City of Canby is pleased to present the summary of their annual goal-setting retreat. The City Council and staff gathered on February 10th to review progress of the 2022 goals, provide direction for the organization in the coming year, and refine the progress reporting structure to support ongoing two-way communication and accountability to implement the goals for the City Council and staff.

The City partnered with SSW Consulting, a professional strategic planning and facilitation firm, to guide the process for the goal-setting workshop. To prepare an engaging and productive retreat, SSW conducted interviews with City Council and met with staff to refine the goal-setting process, discuss challenges and opportunities on the horizon, and identify their potential priorities to support the community and organization. The input gathered during these conversations informed the design of the retreat agenda to achieve the following outcomes:

- **Develop a clear understanding of Council roles and responsibilities.**
- **Identify shared goals and priorities to guide the team and direct the work of the organization.**
- **Identify clear short-term and long-term goals and an implementation plan that keeps the team accountable and focused.**

The retreat built on the previous work of the City Council and staff from the 2022 retreat and resulted in refined and actionable goals and supporting objectives to provide clear direction to staff as the City works to address the most pressing issues of the community and organization. Additionally, Council and staff continued building their progress reporting framework to support regular and timely information and communication to further strengthen their partnership and a high-performing organization.

In addition to these goals, the City will continue delivering high-quality essential services to the community. The City Council and staff are committed to serving the people of Canby and look forward to working with community members and partner organizations to implement the goals.

OUR TEAM

CITY COUNCIL

Brian Hodson, Mayor
 Traci Hensley, Council President
 Christopher Bangs
 James Davis
 Herman Maldonado
 Jason Padden
 Shawn Varwig

CONSULTANT/FACILITATION TEAM

Sara Singer Wilson
 Principal/Owner
 Ashley Sonoff
 Associate
 Sasha Konell
 Communications and Engagement Strategist

LEADERSHIP TEAM

Scott Archer
 City Administrator
 Joseph Lindsay
 City Attorney/Assistant City Administrator
 Maya Benham
 City Recorder
 Jamie Stickel
 Economic Development Director
 Eric Kytola
 Finance Director
 Melissa Bisset
 Human Resources & Administrative Director
 Danny Smith
 Library Director
 Don Hardy
 Planning Director
 Jorge Tro
 Police Chief
 Jerry Nelzen
 Public Works Director
 Todd Wood
 Transit/Fleet Director
 Eric Laitinen
 Aquatics Program Manager

ENVIRONMENTAL SCAN

The environmental scan is an exercise designed to build a shared foundation of the current organizational and community context to inform the goal-setting process. The team participated in a SPOT (strengths, problems, opportunities, and threats) analysis exercise to explore current challenges and opportunities. In identifying these factors, the team considered how the strengths, problems, opportunities and threats were interrelated and how they might factor in to the goal setting process.

Additionally, City staff provided a financial update to Council to highlight the current organizational capacity and available resources to support the Council's goals. As the team assessed its current position to achieve Council priorities and continue delivering essential services, the discussion generated insights and opportunities for Council to consider in refining the goals. The following graphic summarizes the key points from the exercise:

Canby Spot Analysis

City of Canby
Friday, February 10

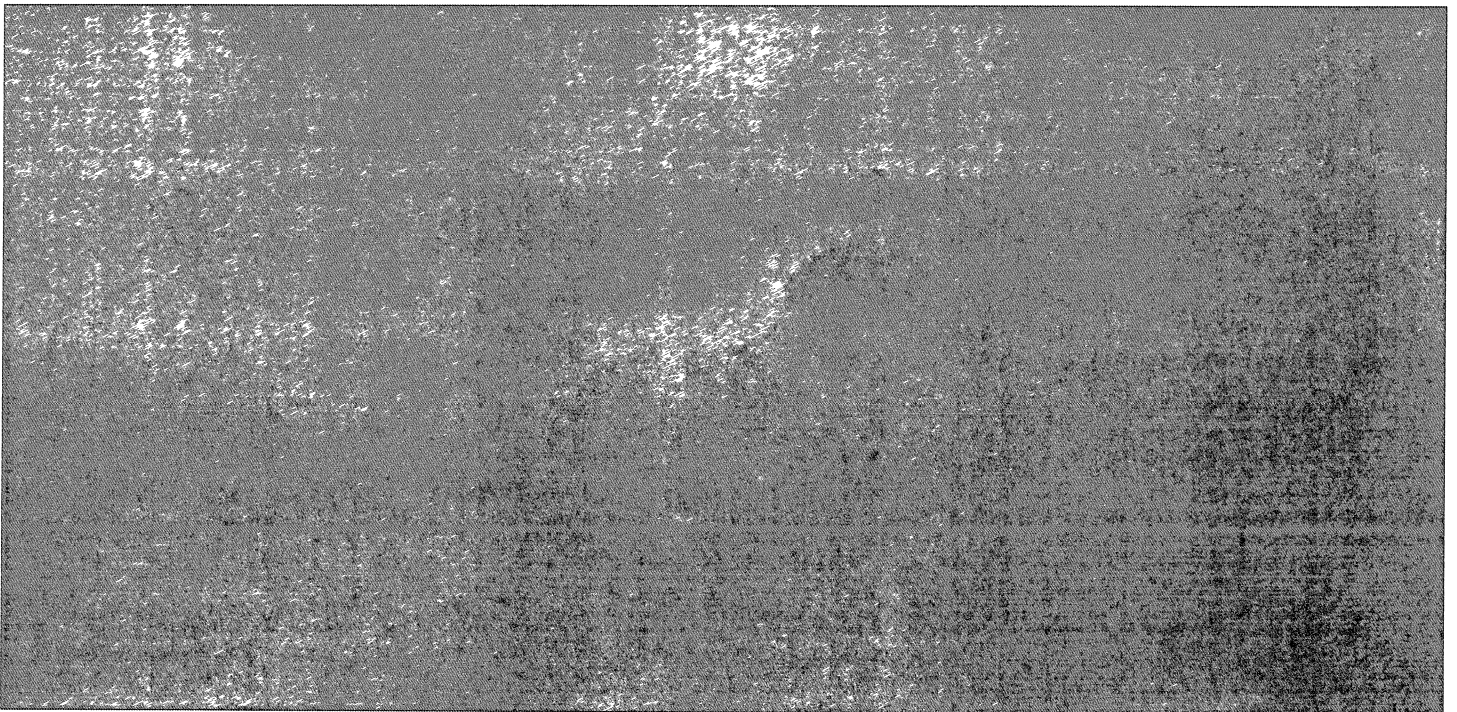
<div style="background-color: #444; color: white; text-align: center; padding: 5px; font-weight: bold; font-size: 1.1em;">Strengths</div> <ul style="list-style-type: none"> Extremely qualified team Financially strong reserves Visibility of staff in community - community engagement Public Safety - Police, Fire, EMS (top 6 in Oregon) Fairgrounds Adult center 	<div style="background-color: #444; color: white; text-align: center; padding: 5px; font-weight: bold; font-size: 1.1em;">Opportunities</div> <ul style="list-style-type: none"> Urban renewal goal setting Re-institute trust with community Flexible work options to support recruitment Gather community data - customer service and trust Comp plan - determine our destiny, industrial area More opportunity with 99 Corridor beautification In post-pandemic world, what does customer service mean and look like? TSP, economic development, housing needs and city codes Economic Development for downtown businesses, (hotel/ motel) Housing analysis and comp plan Walnut Street Expansion opportunity for housing Sports complex/ athletic fields Parks: land to build Molalla State Park or find land
<div style="background-color: #444; color: white; text-align: center; padding: 5px; font-weight: bold; font-size: 1.1em;">Problems/ Opportunities</div> <ul style="list-style-type: none"> Employee recruitment + retention Unfunded mandates (see below) Maintaining financial reserves in tough economic times Pandemic has shifted employee expectations for work - public expectations for customer service Increase in wages - working on class/ comp study Affordable housing - cost of living (housing analysis/ comp plan update) 	<div style="background-color: #444; color: white; text-align: center; padding: 5px; font-weight: bold; font-size: 1.1em;">Threats</div> <ul style="list-style-type: none"> Public discontent and how they see decisions City is making Finances - inflation, budget this year will be interesting Growth 0 how to provide and meet the service demands Impact of I-205 tolling on traffic Potential legislation - impact on housing plan Recession Inflation and increased cost

2023 - 2025 GOALS

In preparation for the goal-refinement process, City Council and staff discussed each of the existing five goal areas and the subsequent objectives. City staff provided an update on the objective given the work completed over the past year and the team determined which objectives were complete, ongoing, or needing refinement. The team developed proposals for updates to the goals as well as new proposals to reflect additional community priorities and/or the opportunities identified in the environmental scan. The team clarified the desired outcome associated for each objective and how the objective should be refined to support the desired outcome.

Following the retreat, SSW worked with City staff to refine the objectives to reflect the team discussion and presented Council with the proposed updated goals and objectives for further discussion and prioritization. During the City Council meeting, the Council participated in a prioritization exercise of the objectives to provide direction to staff as they develop the annual budget and organizational work plan.

To support goal implementation, City staff has assigned a 'project lead' department and identified a timeline for the implementation of each objective. The goals and objectives will be addressed by the organization in department work plans and aligned with the City budget in addition to other projects already underway and the ongoing delivery of high-quality, essential City services to the Canby community.



GOAL 1 PROMOTE FINANCIAL STABILITY

**Council Priority
Rank (FEB 23')**

Objectives	Department	Year	Council Priority Rank (FEB 23')
1.1 Revisit the City's policy for reserve levels to balance savings and spending to meet community needs	Finance	Ongoing	2
1.2 Evaluate the City's fee structure. Include the consideration to sunset the park maintenance fee, provide direction on the street maintenance fee, and continue planning permit fee to address cost recovery	Finance/ PW	23-24	3
1.3 Host a mid-fiscal-year joint budget committee meeting to increase engagement with the committee and Council	Finance	Ongoing	4
1.4 Prioritize and allocate ARPA funds to recover loss and build for the future	Finance/ City Administrator	23-24	1

GOAL 2**ALIGN RESOURCES TO ADDRESS FUTURE COMMUNITY GROWTH**

Objectives	Department	Year	Council Priority Rank (FEB 23')
2.1 Complete the City's Housing Needs Analysis	Planning	23- 24	3
2.2 Complete the City's Economic Needs Analysis	Planning	23- 24	2
2.3 Complete the City's development code update	Planning	Ongoing	7
2.4 Complete the update of the City's Comprehensive Plan and pursue an urban growth boundary expansion	Planning	In progress + ongoing	1
2.5 Prepare an analysis of inclusionary zoning tools and how they could help expand housing opportunities in Canby	Planning	TBD	8
2.6 Coordinate a workshop to discuss the future of and set goals for the Urban Renewal Agency	City Admin/ Finance	23- 24	5
2.7 Review and consider updates to City Charter	City Attorney	TBD	9
2.8 Actively recruit a hotel/motel for Canby	Ec Dev	Current/ ongoing	4
2.9 Conduct assessment on current and future City staffing needs	HR/ City Admin	24- 25	6

GOAL 3 PLAN A TRANSPORTATION SYSTEM THAT EASES THE IMPACTS OF GROWTH

Objectives	Department	Year	Council Priority Rank (FEB 23')
3.1 Complete the transportation system plan update	Planning	23- 24/ 24- 25 In progress	1
3.2 Evaluate County roads in urban growth boundary and determine cost and impact of integration into local transportation system	PW	23- 24	2

GOAL 4 DEVELOP A MORE ROBUST PARKS + RECREATION PROGRAM ALIGNED WITH THE PARKS MASTER PLAN

Objectives	Department	Year	Council Priority Rank (FEB 23')
4.1 Educate the Council on funding mechanisms/financing options for parks and recreation development and ongoing maintenance	PW/ Parks/ Finance	23- 24/ 24- 25	2
4.2 Identify and plan for land acquisition	PW/ Parks/ City Admin	23- 24	1

GOAL 5

ENHANCE ENGAGEMENT AND COMMUNICATIONS THAT REPRESENTS BROAD PERSPECTIVES

Objectives	Department	Year	Council Priority Rank (FEB 23')
5.1 Evaluate opportunities for increasing youth engagement	PW/ Parks/ Library	Ongoing	2
5.2 Develop a communications and engagement plan	City Admin	23- 24/ 24- 25	3
5.3 Leverage ARPA funds to update the City's emergency management plan	City Admin	23- 24	4
5.4 Gather input on diversity, equity, inclusion, and belonging from Clackamas County and determine next steps for City	TBD	TBD	6
5.5 Conduct a community survey	City Admin	23- 24	1
5.6 Conduct an employee satisfaction/ engagement survey	HR	23- 24	5
5.7 Appoint a subcommittee to update Council policies and guidelines	Council/ City Admin	TBD	7




PROMOTE
**FINANCIAL
STABILITY**



ALIGN RESOURCES
TO ADDRESS FUTURE
**COMMUNITY
GROWTH**


2023 - 2025
**CANBY
CITY COUNCIL
GOALS**



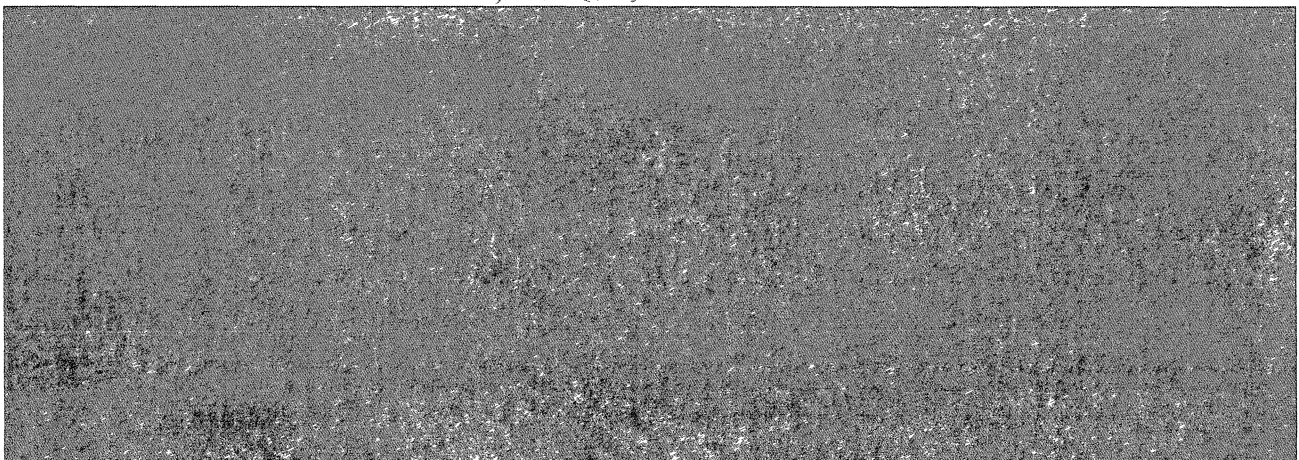
ENHANCE
**ENGAGEMENT
+
COMMUNICATIONS**
THAT REPRESENTS
BROAD PERSPECTIVES



PLAN A
TRANSPORTATION
SYSTEM THAT EASES
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DEVELOP A MORE ROBUST
**PARKS +
RECREATION**
PROGRAM ALIGNED WITH
PARKS MASTER PLAN



TEAM AGREEMENT

The team agreement identifies how the City Council agrees to work together in alignment with their Council Ground Rules. This team agreement was developed as part of the 2022 goal setting workshop. The purpose of this agreement is to guide the team in working together, build trust, and facilitate open communication and accountability.

Community Advocate

We commit to supporting an open and honest environment that facilitates transparency and accountability in our work to serve the public. We will engage regularly with constituents and bring their perspective forward to staff through timely and well-informed communication.

Trust

We will build and preserve a strong foundation of trust within our team, organization, and community through respect, authenticity, consistency, and safety. Trust is foundational to the success of our team and the delivery of services to the Canby community.

Flexible

We recognize priorities may change due to unforeseen circumstances or changes in resources. We will remain flexible in our approach and commit to working creatively together to develop innovative solutions and/or adjusting our course as needed to preserve community well-being and support a high-performing organization.

Teamwork to Serve the Community

We commit to serving in the best interest of the Canby community. Although we may have differences of opinion at times, we will remain respectful and united as one body to provide clear direction, decisions, and expectations to the organization.

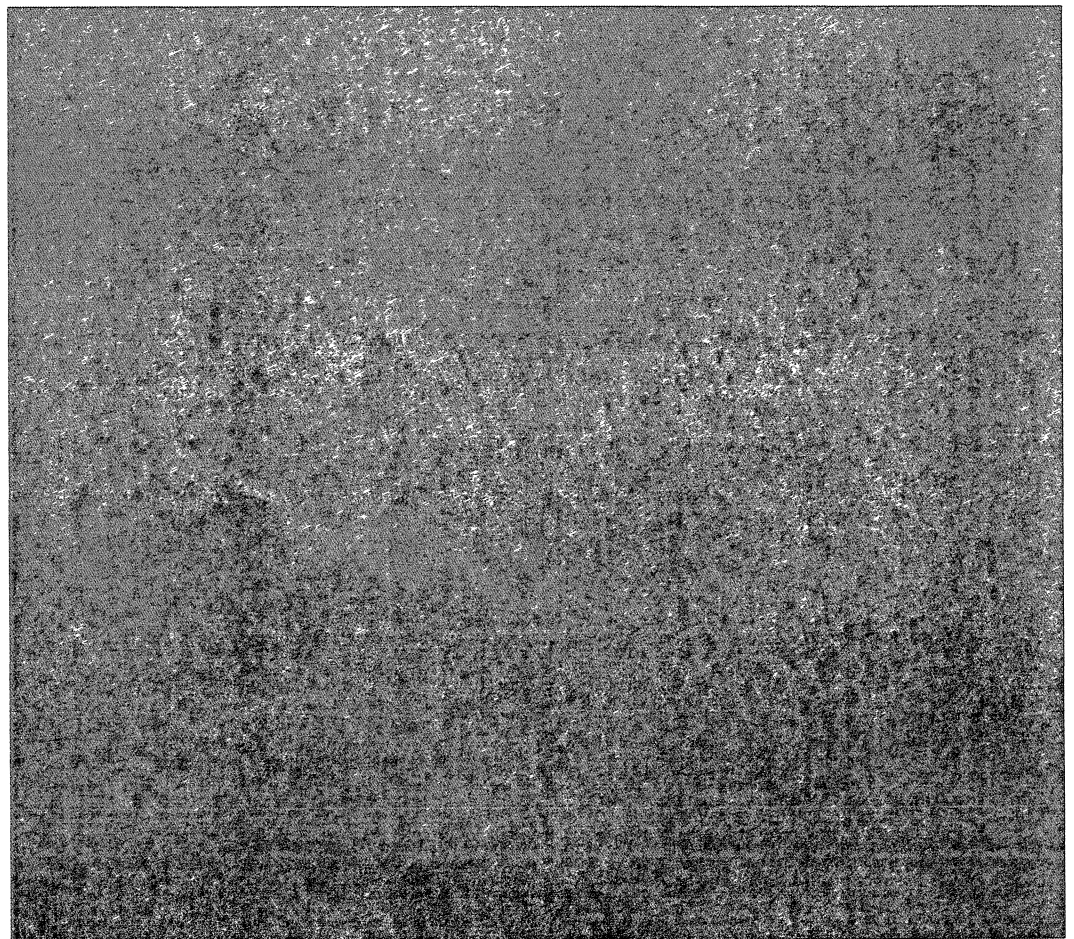
Partnership

We recognize being a high-performing organization requires a strong partnership with each other and City staff. Our partnership includes a commitment from City staff to provide regular updates, appropriate lead time for review, technical expertise, and neutral advice. Similarly, we commit to be prepared, informed, and engaged in our communication with City staff while following communication protocols. We will seek clarification when needed and provide clear direction to the organization.

IMPLEMENTATION + PROGRESS REPORTING

To support accountability to the goals and transparency between the Council, City staff, and the community, the team developed the following process to support the implementation of the goals. This process will include evaluating and tracking progress on the goals over the next two years.

On a quarterly basis, staff will present an update on the goals and objectives. These updates will include progress, any challenges to be addressed, technical information, and areas needing further direction from Council. Staff will highlight goals and objectives in relevant staff reports, including dates and timelines where appropriate. Additionally, staff will provide real time updates on projects as they progress.





City of

Canby

the garden spot



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