



2021-2023 City Council Goals

Draft Revised June 8, 2021



Introduction

The City of Wilsonville is pleased to present the summary of its 2021 Goal-Setting Workshop. The City Council and Executive Team conducted a two-day workshop on May 14-15, 2021 to recognize the accomplishments of the previous year, identify a five-year vision, establish a shared understanding of the current community context, and develop a focused list of goals to guide the community over the next two years. The City contracted with SSW Consulting, a professional strategic planning and facilitation firm to prepare and guide the team through their discussion. Prior to the workshops, SSW conducted outreach with the Council and Executive Team to discuss community challenges, opportunities, and priorities on the horizon. The agenda for the discussion was based on the following outcomes identified through the outreach process:

- » Celebrate the accomplishments of the past year, establish a shared understanding of the community context, and align with a shared vision as the basis for goal setting;
- » Conduct team building activities and communications training to build a collaborative and aligned team between the Council and staff to advance the Council's goals;
- » Develop a focused list of shared, high-level, visionary goals to guide the City over the next two years; and,
- » Develop a team agreement that will guide the Council's working relationship over the next two years.

The City Council and Executive Team worked together to identify goals and strategies for 2021-2023 that will build on the work and success of previous years, while also addressing new challenges and shifting community needs. The City will begin work on these goals in addition to maintaining high-quality core City services and completing prior goals and work plans that are still in progress.

The team looks forward to working together with the community and the City's partners as they begin the work to advance these goals.

Table of Contents



Introduction

Page 02

Setting the Context

Page 06

Our Team

Page 04

2021-23 City Council Goals

Page 09

Team Vision + Values

Page 05

Roles, Expectations + Team Agreement

Page 14

Implementation + Progress Reporting

Page 16

Our Team

City Council

Julie Fitzgerald, Mayor
Kristin Akervall, Council President
Charlotte Lehan, Councilor
Ben West, Councilor
Joann Linville, Councilor

Executive Team

Bryan Cosgrove, City Manager
Dwight Brashear, Transit Director
Pat Duke, Library Director
Barbara Jacobson, City Attorney
Delora Kerber, Public Works Director
Chris Neamtzu, Community Development Director
Cathy Rodocker, Finance Director
Andy Stone, Information Technology Director
Jeanna Troha, Assistant City Manager
Rob Wurpes, Police Chief

Facilitated By

Sara Singer Wilson, Principal/Owner
SSW Consulting

Team Vision + Values



To align the group around a future state of mind, the team imagined how they wanted Wilsonville to look, feel and function five years into the future. The team discussed headlines and stories from the future, helping the group to generate alignment around a future direction. This vision guided and inspired the goal-setting process.

Wilsonville's Vision

Wilsonville is a clean, green and safe community for all.

Values

Through the team's visioning exercise, they also articulated values that would guide the team in implementing the goals and providing services to the community. The values are the lens through which each of the goals on the following pages will be evaluated and considered.

Diversity, Equity + Inclusion (DEI): We are committed to promoting DEI in the delivery of City services to the community and in our organizational operations.

Sustainable: We are sustainable in the delivery of services by being good financial stewards and innovative in our approaches to service delivery to the community.

Economic Opportunity: We are committed to strategically growing Wilsonville's economy providing economic opportunity for all.

Environment: We are good stewards of our environment by modeling practices and embracing policies that preserve and protect the natural environment.

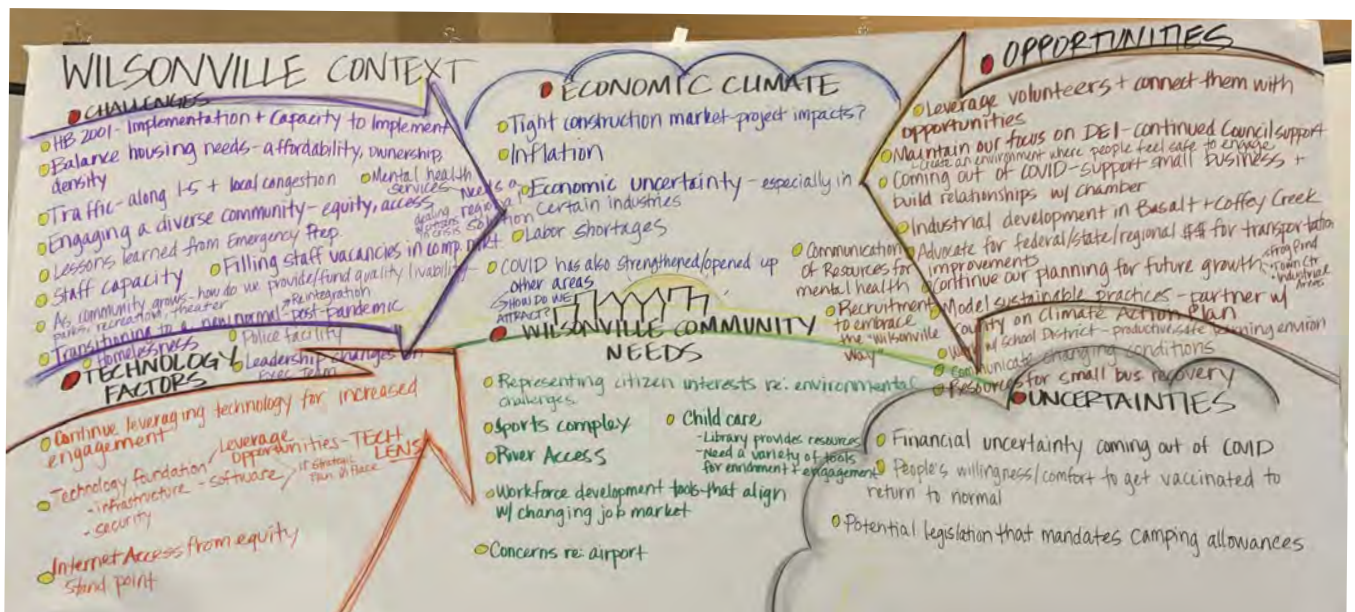
Safety: We are committed to creating a safe, livable community for all by providing a physically safe environment and ensuring people feel psychologically safe.

Setting

The Context

The team celebrated and recognized accomplishments and progress from the last year, in particular the many shifts and transitions in services made to address the COVID-19 pandemic, social justice movements, wildfires, and more. The previous year brought many new challenges that the team met with resilience and efforts to innovate City services to continue meeting the needs of all members of the community.

This section highlights the general context of the community. All organizations work in a context; there are larger environmental forces and trends that shape what is and is not possible just as much as the internal capacities and capabilities of a group. The context map shown in this section provides a big-picture view of the Wilsonville environment.



The team's context map created at the May 14, 2021 workshop

Context Map Highlights

The Context Mapping exercise increased the team's understanding of complex situations and established a common backdrop for goal-setting. To establish this shared context, the City Council and Executive Team discussed topics including opportunities, challenges, economic climate, technology trends, community needs, and uncertainties.

Opportunities

- » Leverage volunteers and connect them with opportunities
- » Maintain our focus on diversity, equity and inclusion (DEI) and provide continued Council support. Create an environment where people feel safe to engage.
- » As we come out of the pandemic, support small business and build relationships with the Chamber of Commerce
- » Industrial development opportunities in Basalt Creek and Coffee Creek areas
- » Advocate for Federal/State/Regional money for transportation improvements
- » Continue our planning for future growth in Frog Pond, Town Center, and the industrial areas
- » Model sustainable practices and partner with the County on a Climate Action Plan
- » Work with the School District to create a productive, safe learning environment post pandemic
- » Communicate changing conditions regarding health/social distancing restrictions
- » Provide resources for small business recovery
- » Communicate resources for mental health
- » Conduct recruitments that attract candidates who will embrace the "Wilsonville Way"

Challenges

- » Implementation of HB 2001 and the related staff capacity necessary for implementation
- » Balance the City's housing needs including affordability, ownership and density
- » Traffic along I-5 and local congestion
- » Engaging a diverse community - ensuring equity and access
- » Understanding and responding to lessons learned from emergency response incidents over the past year
- » Staff capacity
- » As the community grows, how do we provide and fund quality of life/livability amenities including parks, recreation opportunities, cultural services, etc.?
- » How will we transition to a new normal and reintegrate following the pandemic?
- » Homelessness
- » The need for a police facility
- » Upcoming changes in the City's leadership on the Executive Team
- » Mental health services needs a regional response to support citizens in crisis

Economic Climate

- » Tight construction market could cause project impacts
- » Inflation
- » Economic uncertainty especially in certain industries
- » Labor shortages
- » The pandemic has strengthened some industries and opened up new opportunities. How can the City attract these?

Community Needs

- » Represent citizen interests regarding environmental challenges
- » Sports complex
- » River access
- » Workforce development tools that align with a changing job market
- » Addressing concerns regarding the airport
- » Childcare - the Library provides some resources, but a variety of tools for enrichment and engagement are needed

Technology Trends

- » Continue leveraging technology for increased engagement
- » Technology foundation in Wilsonville. We have a strategic plan in place to plan for infrastructure, software and security. Leverage opportunities using a tech lens
- » Equitable access to the Internet

Uncertainties

- » Financial uncertainty coming out of COVID
- » People's willingness/comfort to get vaccinated so we can return to normal activities
- » Potential legislation that mandates camping allowances

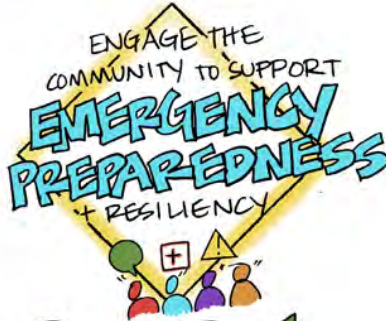
2021-2023

City Council Goals

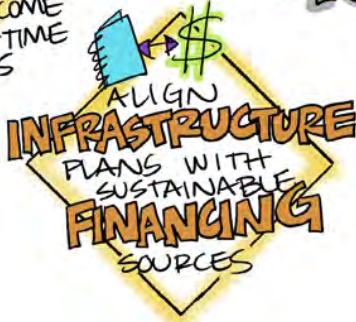
The team reviewed the City's current context, considering challenges and opportunities on the horizon as they identified goals and strategies that would address these challenges and build on the work and success of previous years. These goals will be implemented in addition to maintaining high-quality core City services and continued implementation of the City's master plans.

The Council reviewed and finalized the goals at their June 7, 2021 City Council meeting. The goals are listed in the order they were prioritized by the Council. Staff has developed implementation timelines based on the Council's priorities, available resources, and staff capacity. Project leads have been assigned for each strategy, and staff and Council have identified potential partners to engage in the implementation process. Other partners may be identified as staff continues to develop a scope of work for these strategies.

The Council has expressed an interest in rebuilding partnerships following a year of paused or virtual meetings. The City will consider convening a joint meeting of the City's Boards and Commissions to explore opportunities for collaboration on the Council's goals and other initiatives. Additionally, the City will be looking for opportunities to collaborate with other boards and community groups.



2021 CITY COUNCIL GOALS



GOAL	STRATEGIES	STAFF LEAD	POTENTIAL PARTNERS	TIMELINE (YEARS)
Goal 1: Increase mobility for all in Wilsonville	1.1 Advocate at the federal, state and regional level to complete the Boone Bridge replacement.	Government Affairs	TBD	TBD
	1.2 Pursue a legislative strategy to support aligning the SMART service boundaries with the City limits.	Legal/ SMART/ Government Affairs	TBD	TBD
	1.3 Work with ODOT to incorporate the French Prairie bridge crossing into the Boone Bridge project.	Engineering/ Government Affairs	TBD	TBD
	1.4 Leverage existing City funds to attract outside funding for the I-5 bike and pedestrian bridge.	Engineering/ Government Affairs	TBD	TBD
	1.5 Implement existing transportation plans and advance planning efforts to improve our local transportation network	TBD	TBD	TBD
Goal 2: Support local business recovery post-pandemic	2.1 Develop programs for business support using ARPA funds.	Community Development/ Administration/ Bryan Cosgrove	TBD	TBD
	2.2 Convene the Chamber of Commerce and Small Business Development Center (SBDC) to assess local business needs and available resources.	Community Development/ Administration/ Bryan Cosgrove	TBD	TBD
Goal 3: Expand home ownership for lower income levels and first-time home buyers	3.1 Continue implementation of the City's Equitable Strategic Housing Plan (ESH) and explore funding options including Construction Excise Tax (CET), Vertical Housing Development Zone (VHDZ), etc.	Planning/Miranda	See partners from (ESH), Habitat for Humanity, ESHP Task Force	TBD
	3.2 Explore examples of other programs to support home ownership for low-income residents and first-time home buyers as part of the Frog Pond East and South Master Plan.	Planning/Miranda	Clackamas County Housing Authority	TBD
	3.3 Develop a concept plan, zoning strategy, public outreach, identify partners, pursue grant funding, and draft development agreement for a transit-oriented development (TOD) project at WES Transit Center site.	Planning/Miranda	TBD	TBD

GOAL	STRATEGIES	STAFF LEAD	POTENTIAL PARTNERS	TIMELINE (YEARS)
Goal 4: Attract high-quality industry and economic opportunity to Wilsonville	4.1 Leverage the Coffee Creek Urban Renewal District with the goal of attracting new industry that pays family-wage jobs in two years.	Community Development/Chris Neamtzu	TBD	TBD
	4.2 Advance the existing strategy for recruitment and expansion of the City's industrial areas.	Community Development/Administration/Chris Neamtzu	TBD	TBD
	4.3 Develop a land aggregation strategy and conduct outreach with property owners to explore long-term plans in Basalt and Coffee Creek.	Community Development/Chris Neamtzu	TBD	TBD
	4.4 Identify and convene key stakeholders for workforce development to understand challenges, gaps and opportunities to support local high-paying jobs for the Wilsonville community.	Administration/Mark Ottenad	Clackamas Community College, Clackamas County, OIT, School District	TBD
	4.5 Conduct outreach to help us prioritize infrastructure investments in the industrial area to expedite private investment.	Community Development/Chris Neamtzu	TBD	TBD
Goal 5: Align infrastructure plans with sustainable financing sources	5.1 Conduct a financial analysis to explore costs and revenue options to fund the City's major infrastructure projects that are currently without identifiable funding.	Finance/Finance Director	Parks Bond Task Force	TBD
	5.2 Update the urban renewal strategic plan.	Community Development/Economic Development Manager	Urban Renewal Task Force	TBD
	5.3 Establish the Arts and Culture Board and fund a feasibility study for performing arts facility.	Administration/Mark Ottenad	Arts and Culture Partners	TBD

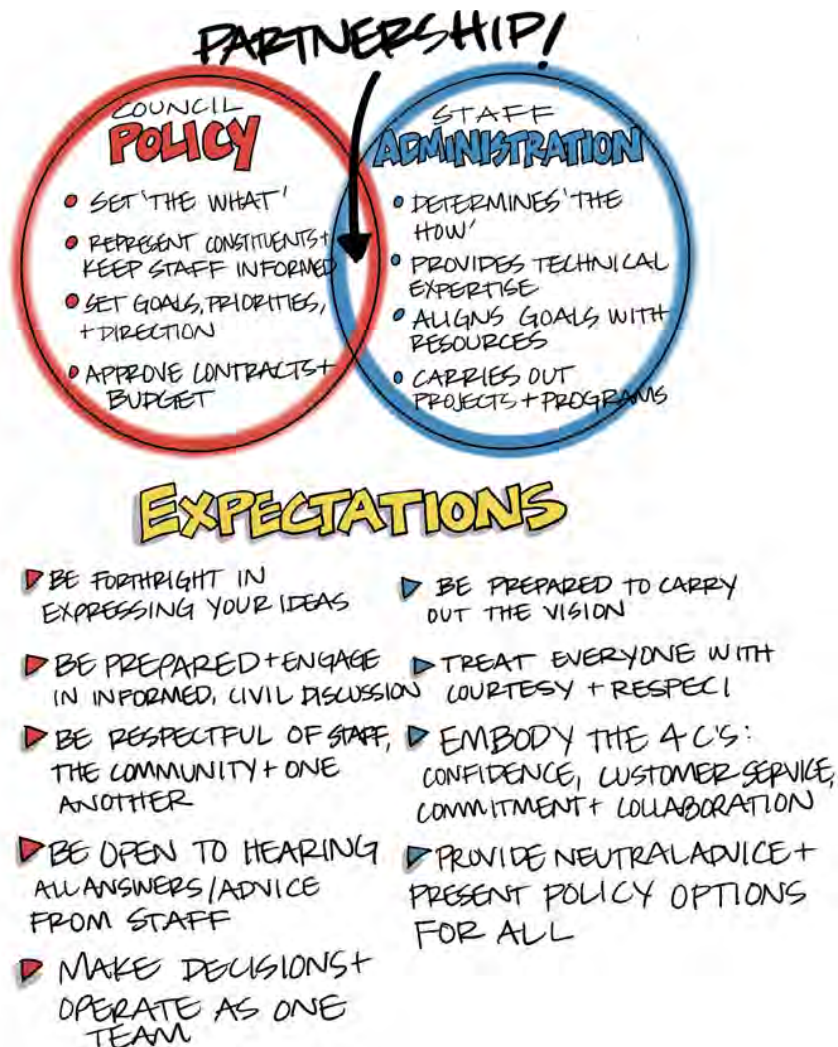
GOAL	STRATEGIES	STAFF LEAD	POTENTIAL PARTNERS	TIMELINE (YEARS)
Goal 6: Engage the community to support emergency preparedness and resiliency	6.1 Work with emergency response providers to identify gaps and enhance Wilsonville's emergency preparedness planning for all types of emergencies/disasters.	Public Works/Delora Kerber	Clackamas County, Clackamas County Mayors, 190 Agreements with neighbors and regional partners	TBD
	6.2 Connect the community (residents and businesses) with emergency response resources and educational materials to improve individuals' response planning.	Public Works/Communications/Delora Kerber	Regional Water Provider Consortium, Marion County, Clackamas County	TBD
Goal 7: Protect Wilsonville's environment and increase access to sustainable lifestyle choices	7.1 Update the City's Comprehensive Plan to include a section on the environmental impacts of the Aurora State Airport.	Community Development/Chris Neamtzu	TBD	TBD
	7.2 Participate in the Aurora State Airport planning discussions to represent Wilsonville's environmental interests.	Community Development/Chris Neamtzu	TBD	TBD
	7.3 Develop a Wilsonville climate action strategy in alignment with Clackamas County's planning efforts.	Natural Resources	Republic Services, PGE	TBD
	7.4 Explore options to expand access to urban gardening and other sustainable lifestyle choices.	Parks and Recreation/Parks Director	TBD	TBD
	7.5 Continue implementation of Wilsonville's existing environmental programs and practices	TBD	TBD	TBD

Roles, Expectations +

Team Agreement

The Team reviewed the background information regarding the Council-Manager form of government, and roles and expectations of Councils and Administration. This discussion provided context for the goal-setting discussion as well as assisted the team in thinking about how they will work together to advance the goals.

The team agreement identifies how the City Council agrees to work together in alignment with their Council Protocols. Newly elected Councils develop team agreements to honor their individual strengths and communication styles. The purpose of this agreement is to guide the team in working together, build trust, and facilitate open communication and accountability.



City Council Team Agreement



ALL PERSPECTIVES ARE VALUED

We are committed to sharing and listening to all voices on the Council. Each member of the team has an equally important voice that should be heard, respected and included.



TRUST

We are committed to building and maintaining trust amongst the team. If questions or conflict arises, we will personally reach out to address the situation and be open to dialogue with our teammate(s). We support a safe environment where we can explore our individual ideas and motives for community policy.



RESPECT THE DECISION-MAKING PROCESS

We are committed to a fair decision-making process where everyone on the team shares their perspective and can respectfully disagree during the deliberations process. Once a decision has been made, we agree to move forward as ONE team. If we dissent with the decision made, we agree to respectfully state our dissent while including a statement of why the Council made their decision.



ASSUME POSITIVE INTENT

We are committed to serving the whole Wilsonville community and bring positive intentions of providing excellent service to all.

Implementation +

Progress Reporting

To maintain accountability to the goals and ensure two-way communication between the Council, Executive Team, and the community, the following process has been outlined to support the implementation of the goals. This process will also guide the team in evaluating and tracking progress on the goals over the next two years.

Progress Reporting

Every quarter, the Executive Team will provide the City Council with an update on the goals and strategies. These updates will include any progress, challenges that need to be addressed, and/or recommendations or requests for additional Council direction. City staff will continue to provide real time updates on projects as they progress and highlight the goals and strategies in their department work plans, agendas, and staff reports where applicable.

To assist the Council with providing timely information to the community, City staff will look into the creation of a dashboard where Council can obtain real-time updates of the goals and strategies. Additionally, the City Manager reports will include highlights of the goal updates. The City Council and community have access to these reports online. City staff will promote this area of the website and drive more traffic to these valuable updates.



**29799 SW Town Center Loop E
Wilsonville, OR 97070
www.ci.wilsonville.or.us**

Prepared by:



SSW CONSULTING
www.sarasingerwilson.com