



Distinctive City. Thriving Future.

Strategic Plan 2018 to 2020.



Strategic Overview

The City of Sandpoint is distinguished by its lakeside beauty, small-town feel, and welcoming people.

Core Values

Count on City Council, Mayor and Staff for high integrity, collaboration and effective stewardship.

Strategic Priorities

Five pillars support Sandpoint's future as a strong, resilient city that governs effectively, invests wisely, and grows responsibly.

1. Responsive
Government

2. Resilient
Economy

3. Sustainable
Environment

4. Vibrant
Culture

5. Livable
Community

Key attributes



Responsive Government

- Transparent
- Accountable
- Open
- Accessible
- Efficient
- Effective
- Seamless
- Cohesive
- Satisfaction
- Reputable brand



Resilient Economy

- Diverse - no concentration
- Fair taxation
- Sensible regulation
- Versatile workforce
- Living wage jobs



Sustainable Environment

- Planned development
- Responsible growth
- Protected areas
- Buy/build for best long-term value, not cheapest first cost



Vibrant Culture

- Varied opportunities
- Education
- Recreation
- Arts
- Music
- Theater
- Heritage
- Social events
- Décor



Livable Community

- Connected people
- Accessible services
- Pedestrian and bike friendly
- Well-maintained streets and walkways
- Public spaces
- Entry-level housing
- Safe and secure

Aspirational goals



Responsive Government

- Sandpoint is a City where government is known for effective citizen engagement, reliable infrastructure, efficient services, resource stewardship, and high citizen satisfaction.



Resilient Economy

- Sandpoint is a City with a diverse mix of businesses and nonprofit organizations that benefit from the quality education, versatile workforce, fair taxes, sensible regulation, and reliable connections to the region and world.



Sustainable Environment

- Sandpoint is a City where development is planned on principles to assure good stewardship of resources and responsible outcomes relative to the built and natural environment.



Vibrant Culture

- Sandpoint is a City where people are inspired to create, experience, and support community heritage, social events, life-long learning, recreational pursuits, and art of all kinds.



Livable Community

- Sandpoint is a City designed to encourage connections among people through a diverse mix of housing walkable / bike-able neighborhoods that are safe and secure, ready access to recreational facilities and public spaces, and robust street and digital infrastructure.



Initiatives overview

2018-2020



Initiatives	Responsive Government	Resilient Economy	Sustainable Environment	Vibrant Culture	Livable Community
Refine City Codes	✓	✓	✓		✓
Expand citizen engagement	✓				✓
Embrace performance management	✓	✓	✓		
Refresh advisory group charters	✓				✓
Optimize storm water management	✓	✓	✓		✓
Optimize Police services	✓	✓			✓
Optimize Fire protection	✓	✓			✓
Strengthen financial forecasting	✓	✓			
Diversify housing mix	✓	✓			✓
Consider acquiring U of I property	✓		✓	✓	✓
Memorial Field & sports complex upgrades	✓	✓	✓	✓	✓

Initiatives overview

2018-2020



Initiatives	Responsive Government	Resilient Economy	Sustainable Environment	Vibrant Culture	Livable Community
Update the City's Comprehensive Plan	✓	✓	✓		✓
Complete assessment and/or master plans:					
• Watershed management	✓		✓		✓
• Downtown revitalization / Farmin's Landing	✓	✓		✓	✓
• Public art and Historic protection	✓	✓		✓	✓
Complete infrastructure master plans/updates					
• Transportation and Wayfinding	✓		✓		✓
• Sidewalks and pathways	✓	✓	✓	✓	✓
• Parking assessment	✓	✓			✓
• City Beach and all parks	✓	✓		✓	✓
• ADA compliance	✓				✓

Specific initiatives

2018 – 2020



Refine City Codes

- Conduct a systematic, chapter-by-chapter, review for relevance, enforcement implications, and ways to improve outcomes at less cost including organizational structure and support for legal functions.

Expand Citizen Engagement

- Increase the frequency, channels, and variety of information is gathered from and shared with citizens. Routinely assess community issues / interests and citizen satisfaction with City services, and leverage technology to enable more people to provide input on specific topics of interest.

Embrace Performance Management and Continuous Improvement

- Memorialize Council expectations via ordinance. Establish standard methods for setting priorities, tracking accountabilities, measuring progress, and developing employees. Also, systematically review all internal processes and external service protocols for efficiency, effectiveness, and citizen satisfaction (e.g., one-stop shop, See-Click-Fix).

Refresh Commissions and Advisory Group Charters

- Set clear protocols for establishing, informing, supporting, and leveraging such groups and clarify the purpose, roles, mode of operations, standards for participation, and renewal cycle for each.

Specific initiatives

2018 – 2020



Optimize Storm Water Management

- Develop a storm water master plan and evaluate the transition and ongoing costs, risks, and benefits to the City and citizens of establishing a storm water utility to fund upgrades, expansion, and maintenance. Develop implementation plans that identify priorities, policy guidelines, projected costs, and alternative means of funding.

Optimize Fire Protection

- Evaluate the transition and ongoing costs, risks, and benefits to the City and citizens of establishing an independent, membership-based regional fire and emergency services agency via Joint Powers Authority.

Optimize Police Services

- Establish and refine centralized code and parking enforcement plus community engagement via the Community Resource Officers and recommend appropriate revisions to City Codes.

Strengthen Financial Forecasting

- Complete baseline of integrated 5-year operating plans and 20-year capital investment plans including analysis of revenue and expense projections to reflect anticipated growth and other considerations.

Specific initiatives

2018 – 2020



Diversify Housing Mix

- Update of the 2007 multi-jurisdictional housing assessment and work with employers, developers, property owners, housing organizations, community members and neighboring jurisdictions to devise and implement strategies to increase the availability of entry level and workforce housing stock.

Consider Acquiring U of I Property

- Assess ways to prudently acquire, use, and maintain portions of the U of I property for public purposes.

Memorial Field and Sports Complex Upgrades

- Complete renovation of Memorial Field to include field surface. Develop and implement plans (including costs, benefits, and timelines) to address water drainage issues and expand the usability of all sport fields.

Update the City's Comprehensive Plan

- Conduct a public process to critically review and update the City's Comprehensive Plan in accordance with best practices and the City's strategic plans.

Specific initiatives

2018 – 2020



Complete Watershed Management Master Plan

- Conduct a public process to critically review needs and define preferred solutions and resource requirements. Develop implementation plans that identify priorities, policy guidelines, projected costs, and alternative means of funding.

Develop a Master Plan for Downtown Revitalization

- Conduct a public process to critically review the needs, opportunities, costs, and benefits of improving Farmin's Landing and other projects. Develop implementation plans that identify priorities, policy guidelines, projected costs, and alternative means of funding.

Develop a Master Plan for Arts

- Conduct a citizen-lead process via the Arts Commission to critically review the needs, opportunities, costs, and benefits of improving arts-related projects and programs. Develop implementation plans that identify priorities, policy guidelines, budgetary needs, and alternative means of funding.

Develop Integrated Master Plans for Infrastructure

- Conduct a public process to critically review needs and define preferred actions and related resource requirements for City infrastructure including: streets, sidewalks and pathways; parking; water treatment and distribution; wayfinding; American with Disability Act compliance; and City Beach and other parks. Develop implementation plans that identify priorities, policy guidelines, projected costs, and alternative means of funding.



Distinctive City, Thriving Future!

Strategic Priorities 2018 – 2020

Prepared by Roger Woodworth
Mindset Matters
June 2018

Background

In early 2017, City leadership and Council conducted workshops to: review data and opinions about the City's current situation; reflect on options for the future; and refresh strategies to guide the priority of efforts. The Council's three grand goals for the City were to: sustain resilience and balance; assure fiscal responsibility; and assure effective, two-way communications in all thingsⁱ.

Since then, the Council has adopted fiscal guidelines and is making deliberate use of data in decision-making. In turn, City leadership has increased transparency via public performance reporting and is developing integrated, long-range plans for major City infrastructure assets and services.

The Council conducted two Workshops in 2018 to review progress toward these goals and consider additional analysis about City needs and department plans. This report presents the resulting Council consensus about long-term aspirations for the City and near-term strategic priorities for planning and action by City Staff.

Project Overview

The City retained the strategic facilitation services of Mindset Mattersⁱⁱ to help the Council refresh the strategic priorities and align Staff leaderships' plans and efforts in support. The Project was split into three primary objectives:

- Review progress toward prior initiatives and Staff's current plans;
- Renew the Council's aspirations and strategic priorities for the City; and
- Refresh strategic priorities and initiatives to guide Staff's longer-term plans.ⁱⁱⁱ

To meet the first two objectives, Staff presented current plans, performance results, identified challenges, and recommended actions during a Workshop conducted on February 14th at the Sandpoint Community Hall. Summary results of a pre-survey of Council perspectives on City priorities and progress (see Appendix 1) were also presented to help inform discussions. Issues, ideas and insights were identified for follow-up analysis.

The additional information was reviewed at a Workshop conducted on April 23rd also at the Community Hall. During this second meeting, results from a survey (see Appendix 2) of community advisors about the effectiveness of commissions and advisory groups as a means of engagement was also presented for consideration.

A Framework for the Future

Clear aspirations, commitment to core values, and steady focus provide lasting context for aligning near- and long-term efforts for greatest effect. The Council's framework for Sandpoint follows.



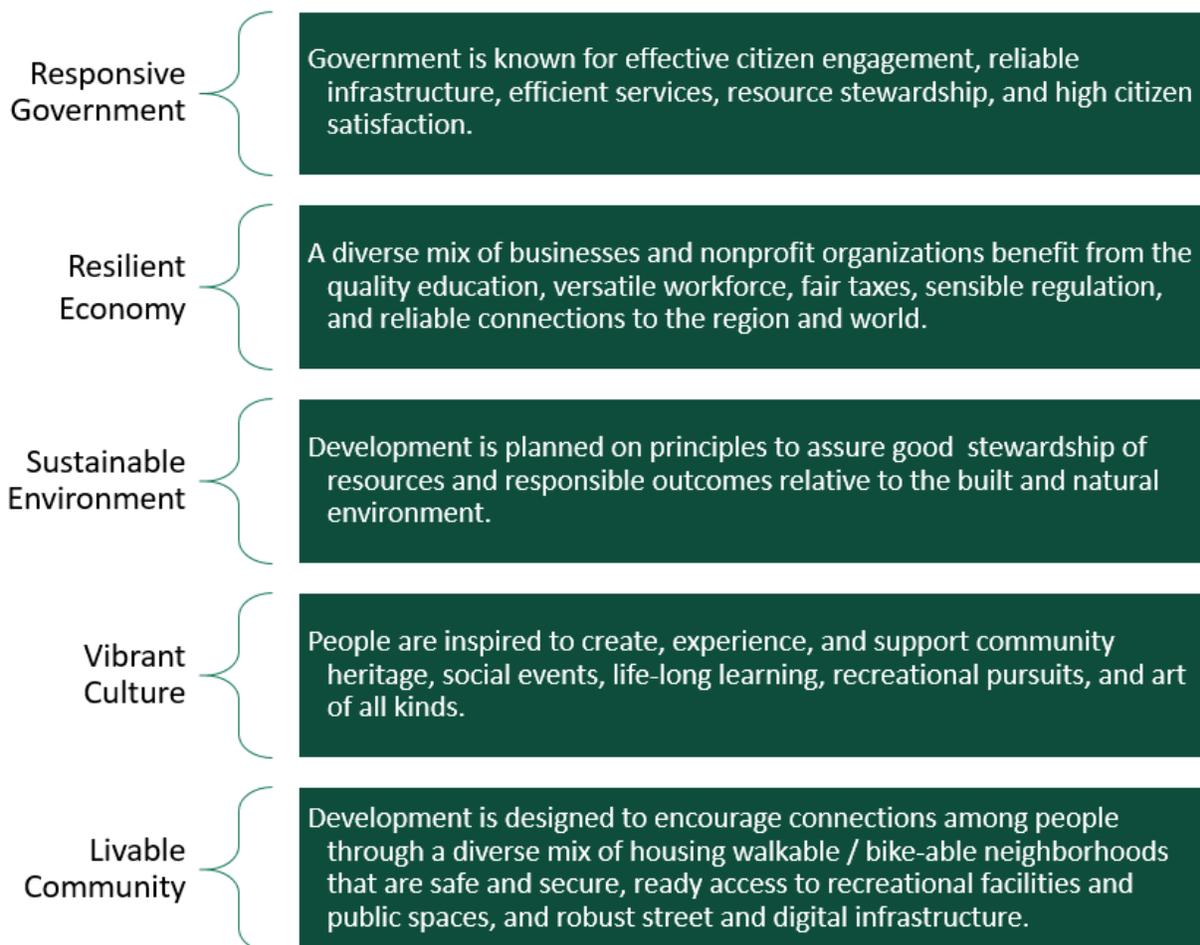
The pillars represent key result areas over which City government has meaningful influence and each pillar reflects distinct attributes. For example, Council and staff agree that accessible and open, transparent and accountable, and efficient and effective conduct are critical characteristics of a reputable, *Responsive Government*.

For a *Resilient Economy*, sensible regulation, fair taxation, a versatile workforce, and diverse mix of enterprises offering living wage jobs are viewed as key.

Planned development and responsible growth that invests resources for long-term value are cornerstones of a *Sustainable Environment*.

A *Vibrant Culture* depends on residents having access to varied opportunities in education, recreation, arts, music, theater, and the like. Complementing all pillars, attributes of a *Livable Community* include well-maintained infrastructure, connected people, ready access to services, diversity of housing, balance of public spaces, and strong sense of safety and security.

Stating these attributes as aspirational goals helps inform decisions about priorities and keep efforts oriented. For each pillar, “*Sandpoint is a City where...*”



Strategic Priorities

Staff presented, and Council considered, a wide-range of activities in-progress as well as current and anticipated challenges and opportunities. Deliberations identified sixteen specific initiatives as Strategic Priorities for the next few years. Initiative statements describing each Priority are presented in Appendix 3. Each supports one or more of the framework pillars, as illustrated below.

Strategic Priorities	Responsive Government	Resilient Economy	Sustainable Environment	Vibrant Culture	Livable Community
Refine City Codes	Dark Green	Dark Green	Dark Green	Light Blue	Dark Green
Expand citizen engagement	Dark Green	Light Blue	Light Blue	Light Blue	Dark Green
Embrace performance management	Dark Green	Dark Green	Dark Green	Light Blue	Light Blue
Refresh advisory group charters	Dark Green	Light Blue	Light Blue	Light Blue	Dark Green
Optimize storm water management	Dark Green	Dark Green	Dark Green	Light Blue	Dark Green
Optimize Police services	Dark Green	Dark Green	Light Blue	Light Blue	Dark Green
Optimize Fire protection	Dark Green	Dark Green	Light Blue	Light Blue	Dark Green
Strengthen financial forecasting	Dark Green	Dark Green	Light Blue	Light Blue	Light Blue
Diversify housing mix	Dark Green	Dark Green	Light Blue	Light Blue	Dark Green
Consider acquiring U of I property	Dark Green	Light Blue	Dark Green	Dark Green	Dark Green
Memorial Field & sports complex upgrades	Dark Green	Dark Green	Dark Green	Dark Green	Dark Green

Initiatives	Responsive Government	Resilient Economy	Sustainable Environment	Vibrant Culture	Livable Community
Update the City's Comprehensive Plan					
Complete assessments or master plans for:					
• Watershed management					
• Downtown revitalization / <u>Farmin's Landing</u>					
• Public art and Historic protection					
Complete infrastructure master plans/updates for:					
• Transportation and Wayfinding					
• Sidewalks and pathways					
• Parking assessment					
• City Beach and all parks					
• ADA compliance					

Conclusion

Informed discussions, thoughtful deliberations, and consensus-driven decisions have been hallmarks of this process. With a clear framework for the future and specific near-term priorities, the City continues to strengthen the alignment of its actions and aspirations. Continued progress on the identified Strategic Priorities and completion of the integrated master plans for city assets and services will support new levels of achievement in public service for the benefit of all who experience Sandpoint – a distinctive city with a thriving future!

Appendix 1:

Sandpoint City Council Strategic Planning 2018

This 14-question survey -- due by 5:00 p.m. on Wednesday, February 7th - is to help prepare for our February 14th off-site workshop. Your candid responses will help inform our deliberations to best align priorities and resources for the City's plans. The inputs will be summarized -- with attribution (i.e., not anonymous) -- for Council consideration by the survey administrator, Roger Woodworth of Mindset Matters. If you have questions about any aspect of the survey, contact him directly at roger.woodworth@outlook.com or 509-981-2282.

1. Is the following overarching goal statement for the City, developed by Council during 2017 planning, still relevant? If not, what would you change?

"Sandpoint will be known as a model of good governance, effective engagement, service efficiency, citizen satisfaction, and community pride."

2. Please rate how well the City is fulfilling each element in the overarching goal statement above (1 Awful, 5 Just okay, 9 Perfect). List what you see as the most important areas for improvement

- A model of good governance
- A model of effective engagement
- A model of service efficiency
- A model of citizen satisfaction

A model of community pride

3. During 2017 planning, the Council deliberated to consensus on three shared aspirations listed below. Please rate how well each of these are being met by the City (1 Awful, 5 Just okay, 9 Perfect). List what you see as the most important areas for improvement and continued progress.

- Develop frameworks to sustain a strong, resilient City that effectively balances economic, social and environmental goals and preserves options for whatever the future may hold
- Maintain an efficient, accountable and effective City government at all times that assures financial strength
- Meaningfully improve the effectiveness of communications between and among City officials, staff, and citizens.

4. The Council during 2017 planning identified three immediate priorities for action, listed below. For each, please rate your sense of overall progress (1 Awful, 5 Just okay, 9 Perfect) and list the most important areas for improvement.

- Develop and adopt fiscal guidelines

- Establish clear expectations for the use of data in decision-making and performance management
- Initiate development of comprehensive Master Plans for major City infrastructure assets and services

5. Concerning the efficacy of City operations, communications, and engagement, the Council identified three additional priorities for near-term action, listed below. Please rate your sense of overall progress on these priorities (1 Awful, 5 Just okay, 9 Perfect) and list what you see as the most important areas needing more attention.

- Support efforts to achieve better outcomes at less cost including alternative methods of community engagement
- Establish standard orientation and training for Council members and Mayor
- Critically review Community Advisory Committee structure and recommend improvements

6. During 2017 Council planning, clarity of roles and respect for boundaries was voiced as a critical factor for effectiveness. Agreements about inter-related roles were made to help define the flow of information, effectiveness of activities, and continuity of plans. Please rate how well we're adhering to these roles, list below (1 Awful, 5 Just okay, 9 Perfect).

- Council members individually as effective listeners who represent community values and fairly evaluate needs, exercising their best judgement about City priorities, investments, and policies.
- Council members collectively sharing fiduciary responsibility for the City's fiscal status and setting guidelines for what analysis and public input for deliberating City priorities, investments, and policies
- The Mayor as the official representative of both City government and the community as a whole, responsible to understand and help bridge needs and interests among and between the City and citizens and to act as a guide, helping to prepare other Council members and to lead constructive, civil discourse on all matters.
- The City Administrator as the City's CEO, responsible to implement the policy direction of the Mayor and Council and provide daily oversight of City operations including preparation of plans and budget for Council review, staff hiring and performance management, public information about City operations and liaison between Council, Mayor, and staff.

7. List what you see as the single most important priority for the City to achieve in the current budget cycle and another priority to achieve within 5 years. Briefly state why you think each is so important.

8. Identify one thing the City is doing that you see as wasteful or very low priority that we should consider stopping. Briefly explain your reasoning.

9. Please rate how well this Council works together (1 Couldn't be worse, 5 Just okay, 9 Couldn't be better) and list your ideas for how Council effectiveness could be improved.

10. Other than sufficient funding and staff, list two things that are holding the City back from achieving its goals. Briefly mention what change is needed to fix each barrier.

11. Rate your sense of how well the City balances competing needs and interests (1 Worst, 5 Just okay, 9 Best). Consider how well we support employees for retention and recruitment vs. maintenance and upgrade of assets owned vs. demands for investment in new projects. List an idea for improving how we strike this balance.

12. Rate the overall effectiveness of the City's various Commissions and Advisory Committees chartered by the Council (1 Not useful, 5 Just okay, 9 Invaluable). Share an idea or two for ways the effectiveness of these groups could be improved.

13. Please complete the sentence: "The most important thing I'd like to achieve for the City during my term is _____."

14. Please share any other thoughts, concerns, or suggestions that you'd like considered.

Appendix 2:

Perspectives of Commission and Advisory Committee Members

The purpose of this survey is to help inform the City Council's deliberations about long range strategies related to community engagement. As a past or present member of a Council-chartered Commission or Advisory Committee, your candid input on this topic will be especially helpful. Please complete this brief survey by Noon on Saturday, April 14th. All inputs will be summarized for Council consideration by the survey administrator, Roger Woodworth of Mindset Matters. Contact him directly at roger.woodworth@outlook.com with questions about the survey. If you have any questions about the City's planning efforts or committee/commission structure in general, please contact City Administrator Jennifer Stapleton at jstapleton@sandpointidaho.gov.

1. From the drop-down list, please select the Commission or Advisory Committee ("Group") with which you have the most experience. Then, in the box that follows, please enter the number of years you've served as a Member of that Group.

2. Please rate how you see the overall effectiveness of your Group and briefly state the reason for your rating (1 Not effective, 5 Just okay, 9 Highly effective)

3. Please rate each of the following categories **about Group structure and meeting support** (1 Poorly, 2 Okay, 3 Good, 4 Great, 5 Don't know). Then, summarize important changes you'd like to see.

- The number, frequency, duration, and location of meetings are appropriate
- The Group has the right size, composition, and expertise for everyone's optimal involvement
- Members receive timely and sufficient information and resources for conducting the Group's business
- Time at meetings is used effectively and everyone has a chance to be heard
- The Group's use of electronic communications is appropriate and effective
- Group Members represent an appropriate cross-section of citizens
- The process for selecting new Members is appropriate and effective
- The Group's purpose is understood by all Members
- The level of support from City staff is appropriate

4. Please rate each of the following categories **about your Group's conduct and the outcomes of meetings**. Then, summarize important changes that you'd like to see.

- Members rarely miss Group meetings and are diligent about preparing in advance
- The Chairperson provides effective leadership for the group
- Deliberations are thorough and candor is high among Group Members
- Workload is equitably distributed among Members
- The Group's role relative to the roles of City Council and Mayor is clear
- Trust among Members is strong and decisions are typically by consensus

- The quality and usefulness of recommendations developed by the Group is high
- The time I invest in the Group's work is personally fulfilling

5. Please share your ideas for ways the City and Council can assure meaningful and effective citizen engagement on important City matters:

- Generally, for all citizens
- Specifically, for members of Commissions and Advisory Committee

6. Please share any other thoughts, concerns, or suggestions about commissions and committees that you'd like the Council to consider.

Appendix 3: Strategic Priorities

Refine City Codes

- Conduct a systematic, chapter-by-chapter, review for relevance, enforcement implications, and ways to improve outcomes at less cost including organizational structure and support for legal functions.

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ⁱ See "Final Project Report: Sandpoint, Aligning for Impact, April 2017."

ii Roger Woodworth, principal consultant at Mindset Matters, helps others refresh strategies, align efforts, and expand connections to achieve greater personal and organizational impact. Learn more at www.mindset-matters.net.

iii Integrated master plans for all major City assets and services, now in development, will provide robust context for deciding relative priorities of longer-term Strategic Priorities in the next planning period.