

City of Cannon Beach Strategic Plan 2017-2021

Affordable Housing

Cannon Beach has a vibrant business community founded principally on providing excellent customer service to visitors in a world-class natural setting. The local economy, as well as City services, are dependent on employees who are invested in the community. While residents consistently rate City services well above the national average, only a small percentage of the City's workforce can afford to live in the community they serve. An overwhelming majority (86%) of residents want to see the lack of accessible/affordable housing addressed. Housing options and affordable housing received the lowest satisfaction ratings from respondents to the National Citizen Survey (NCS). The City is making a long-term commitment to address the affordable housing shortage as evidenced by the following:

- By July 1, 2018, Cannon Beach will make available 25 units of affordable housing that will accommodate a variety of household sizes and will be consistent with the City's architectural guidelines
- By December 31, 2018, Cannon Beach will experience a 10% increase in long-term rentals
- By July 1, 2020, Cannon Beach will make available an additional 25 units of affordable housing that will accommodate a variety of household sizes and will be consistent with the City's architectural guidelines

Emergency Management

Cannon Beach lies directly inshore from the Cascadia Subduction Zone and is, from time to time, impacted by storms coming in from the Pacific Ocean. Emergency planning, preparedness, response, and recovery are essential services City government must provide and coordinate. The City of Cannon Beach is dedicated to becoming a resilient coastal community focused on the safety of its residents and visitors, as evidenced by:

- By October 1, 2017 a program manager will be in place to implement and maintain the Emergency Management Program
- By December 31, 2017 water purification systems will be in place
- By December 31, 2018 a Mass Care Site will be established at South Wind to accommodate the Cannon Beach population plus 25%

- By December 31, 2018 emergency response communications infrastructure will be in place
- By December 31, 2018 Cannon Beach will have 100 CERT members and 25 Medical Reserve Corps members
- By December 31, 2019 a redundant IT system will be in place out of the Tsunami Zone
- By December 31, 2021 Cannon Beach will adopt a Long Term Disaster Recovery Plan

Infrastructure

The City's core service responsibilities include those built on infrastructure including water, wastewater, storm water, streets and parking. It is an ongoing challenge to provide and support these services in Cannon Beach, especially parking, to residents, businesses and 7500 tourists daily. Currently, rates paid for these services do not cover the cost of operations, let alone maintenance and the capital investments needed to secure those services for the future. To ensure these core services are sustainable and costs managed over the long term, the City will accomplish the following:

- By December 31, 2016 Cannon Beach will make a decision on whether to purchase the old Cannon Beach Elementary School property
- By December 31, 2017, a rolling 5-year Cannon Beach Capitals Plan will be in place including rolling stock and equipment
- By December 31, 2017, Cannon Beach will create 50 parking spaces in the downtown district
- By December 31, 2019, Cannon Beach will adopt a completed Transportation System Plan incorporating ADA requirements
- By December 31, 2019, Cannon Beach water supply will be seismically resilient
- By July 1, 2021 Cannon Beach will have \$2 Million in reserve dedicated to the relocation of critical city functions
- By July 1, 2021, utility operations, maintenance, and capital improvements will be fully supported by ratepayers. The increase will be phased in over the five years.

Relationship with Community

The Council and Administration are very focused on building trust between the City and the Community, and in building confidence in the governance of the City. The essential character of this most fundamental relationship will be measured over time as follows:

- By July 1, 2017, Cannon Beach will establish an eco-tourism Initiative with our partners including but not limited to the Chamber
- By July 1, 2018, 'Confidence in Local Government' will rise to 45% in the second NCS survey
- By July 1, 2018, the 'Overall Direction of City Government' will rise to 47% in the second NCS survey

Effective Government

The internal operations of City government are essential to providing excellent customer experiences and have improved significantly in the recent past. To ensure the City is able to continue to deliver excellent customer service experiences for residents and visitors, manage risk and demonstrate accountability, the City will accomplish the following:

- By December 31, 2016, Cannon Beach residents and property owners will have clear, understandable short-term rental regulations
- By December 31, 2016, Human Resources functions will be handled by a dedicated HR professional
- By July 1, 2017, City will adopt Financial Policies
- By July 1, 2017, City will adopt Employee, Public Official and Committee Handbooks, as well as provide annual training
- By July 1, 2017, to ensure the City is creating collaborative partnerships, the City Manager and Council members will meet with officials of neighboring communities and governments at least 4 times per year
- By December 31, 2017, a public records recovery program will be in place and the City's records management will be in compliance with Oregon State Law for records retention
- Beginning December 31, 2017, City will update the Strategic Plan every two years