



# Cannon Beach Strategic Plan

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# Community Forum Agenda

- Welcome and Introductions
- The Nature of Strategic Planning
- What the Plan means to the Community
- What the Plan means to City Government
- Local Government Experiences
- Cannon Beach Strategic Plan
- Questions and Discussion



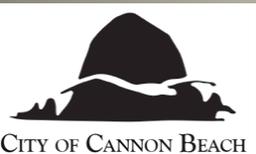
# What is a Strategic Planning

Strategic Plan is NOT a Comprehensive Planning

Strategic Plan is NOT a Master Plan

Strategic Plan is NOT an Operational Plan

Strategic Plan describes what customers will experience as a consequence of City services, initiatives and resources. It is about results, not effort. Effort is what we do in Operational Plans to implement the Strategic Plan and achieve those results.



# What is a Strategic Plan

How does the community experience the Strategic Plan?

As a Promise, not a Guarantee

1<sup>st</sup> - Different, Better Results

Performance, Progress Reports

Accountability

Credibility, Trust, Keep Faith

# What is a Strategic Plan

How does City government experience the Strategic Plan?

1<sup>st</sup> - Different, Better Results

Prioritize and say No

Align operations to the Strategic Plan

Budget to achieve Results in Strategic Plan

Demonstrate Performance,

Prove the Value Proposition

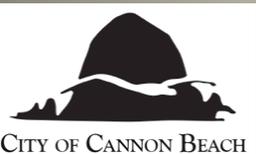
Accountability

# Commitment to the Community

What many do not understand is that the Strategic Plan is a commitment to the Community. The Plan describes what the City is committing to accomplish for the Community.

“We Deliver What We Promise”

The debate can be about what should be in the Plan, but never whether or not to have a Plan. A government without a plan is rife for politics without information, unclear, suspect motives, and scrambling to the urgency of the moment.



# ACT - Commitment to the Community

**Accountability** - The government is willing and able to tell taxpayers what they are getting in terms of results and why.

**Credibility** - We do what we say we are going to do.

**Transparency** - Decisions are made in the open with the best information possible.

# How City Government Experiences the Strategic Plan

- Culture - Customer Focus, Planning, Learning
- Organizational Discipline
- Decision Discipline
- Structural Alignment
- Resource/Budget Alignment
- Manage Up, Out & Down

# Strategic Plan and Budgeting

Align Money, People and Organizations to accomplish the Results in the Strategic Plan

Department Plans

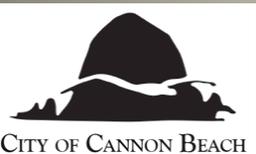
Contracts

Employees

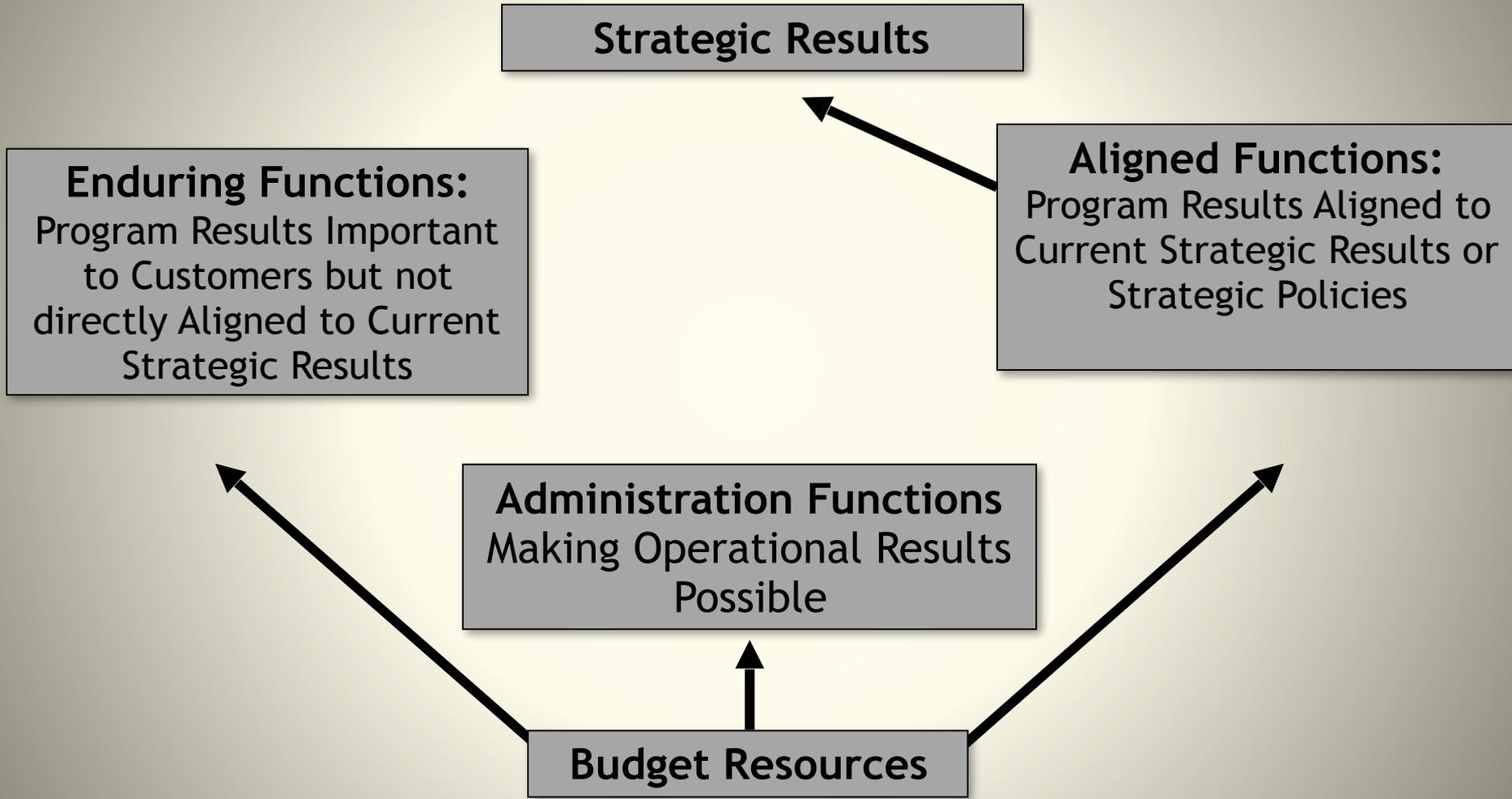
Budgets

Organizational Structure

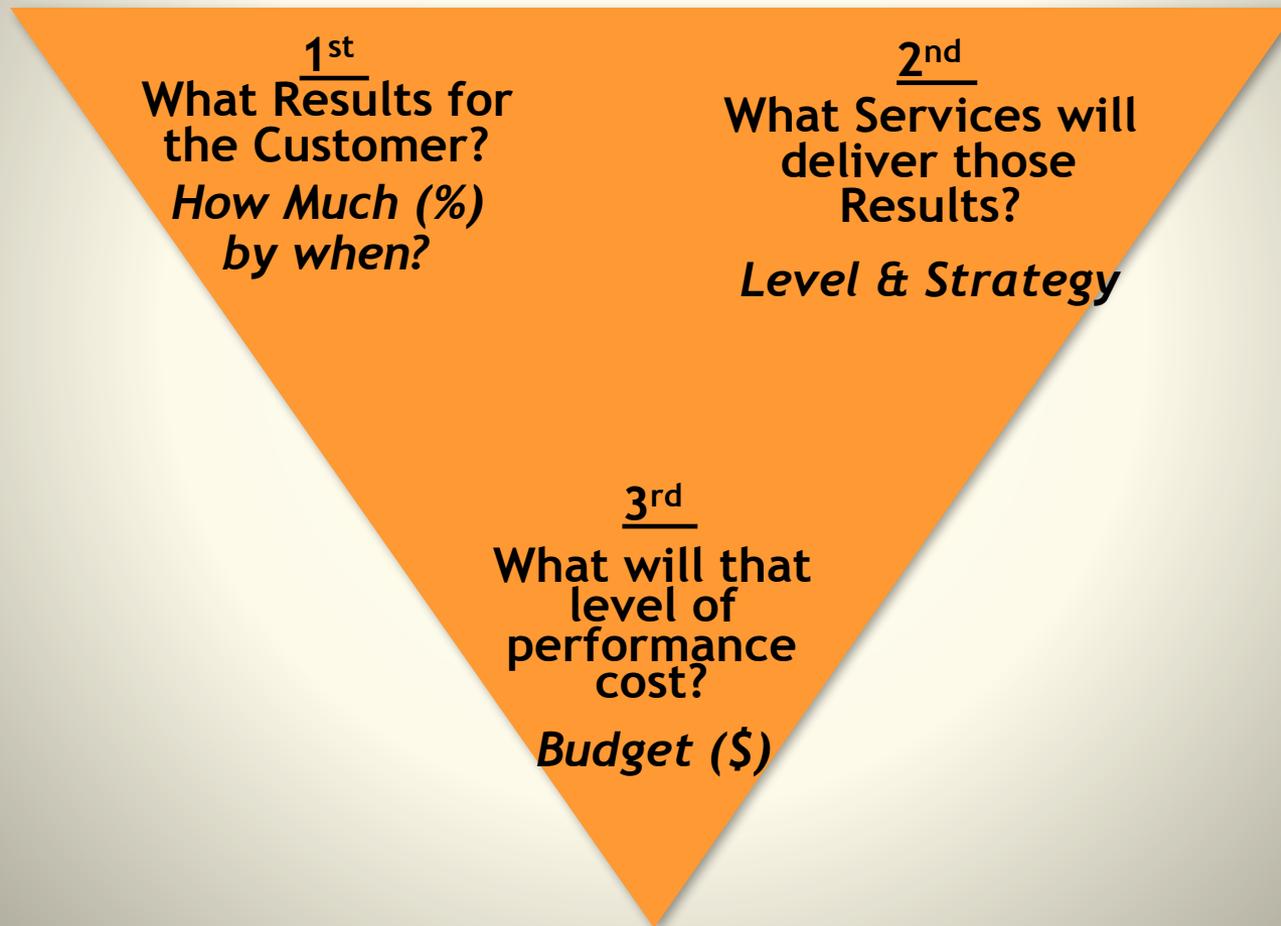
Performance Reports



# Where to Invest Resources?



# Performance Budget Decision Making

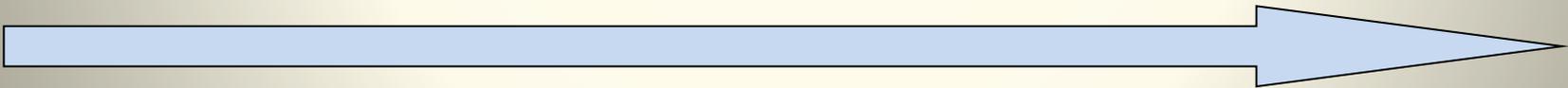


# Focus on Results

- General Statements of Good Intentions - don't change anything, sit on the shelf, window dressing
- Results generate collaboration, creativity, innovation and appropriate levels of pride
- Customer Focus tells customers its about them. Tells government its about the customer, not them.

# Managing for Results Model

Customer	Results	Services/Outputs	Demand	Cost
Who will receive these services and experience the intended benefit?	What impact or Result are we trying to create for this customer group?	What type and level of Services will it take to create this experience or Result?	What is the customer Demand for this Service?	What will these Services cost to deliver the desired Result?



# Best Practices in Strategic Planning

## Gathering Input

- Surveys - Statistically Valid, Powerful Over Time, High level of certainty of Community-Wide Perspective
- Community Forums/Focus Groups - Personal, Impressionistically Powerful, Who shows up?
- Staff Focus Groups - Professional Staff Information and Perspectives essential to a well-informed Plan
- Interviews - Valid for Elected Officials and Senior Administrators, Unplugged, Powerfully Honest

# Measurability

- Answer the ‘So What?’ Question
- We know what success looks like and when it has been achieved
- Along the way, we can make mid-course corrections to make sure we achieve our targets
- Using information to make government smart
- Making sure government decisions keep it as an indicator of progress, not a lag

# Time and Timing

- Time specific goals always drive performance
- Multi-year Results gives government and the community multiple budget cycles to achieve a strategic result
- Time and Targets - Two Variables to Steer the Ship

# Facilitation

- Honoring Culture
- Challenging Thought Habits
- We can't facilitate ourselves

# Excellent Examples Strategic Planning

ADAMH, Columbus, OH

Arvada, CO

Austin, TX

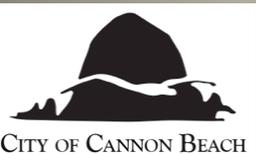
Clackamas Co, OR

Gahanna, OH

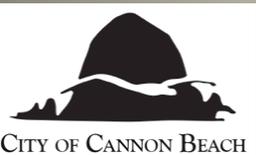
Gunnison County, CO

Las Vegas, NV

Maricopa County, AZ



# Cannon Beach's Strategic Plan



# Outline of Strategic Plan Process

## Preparation:

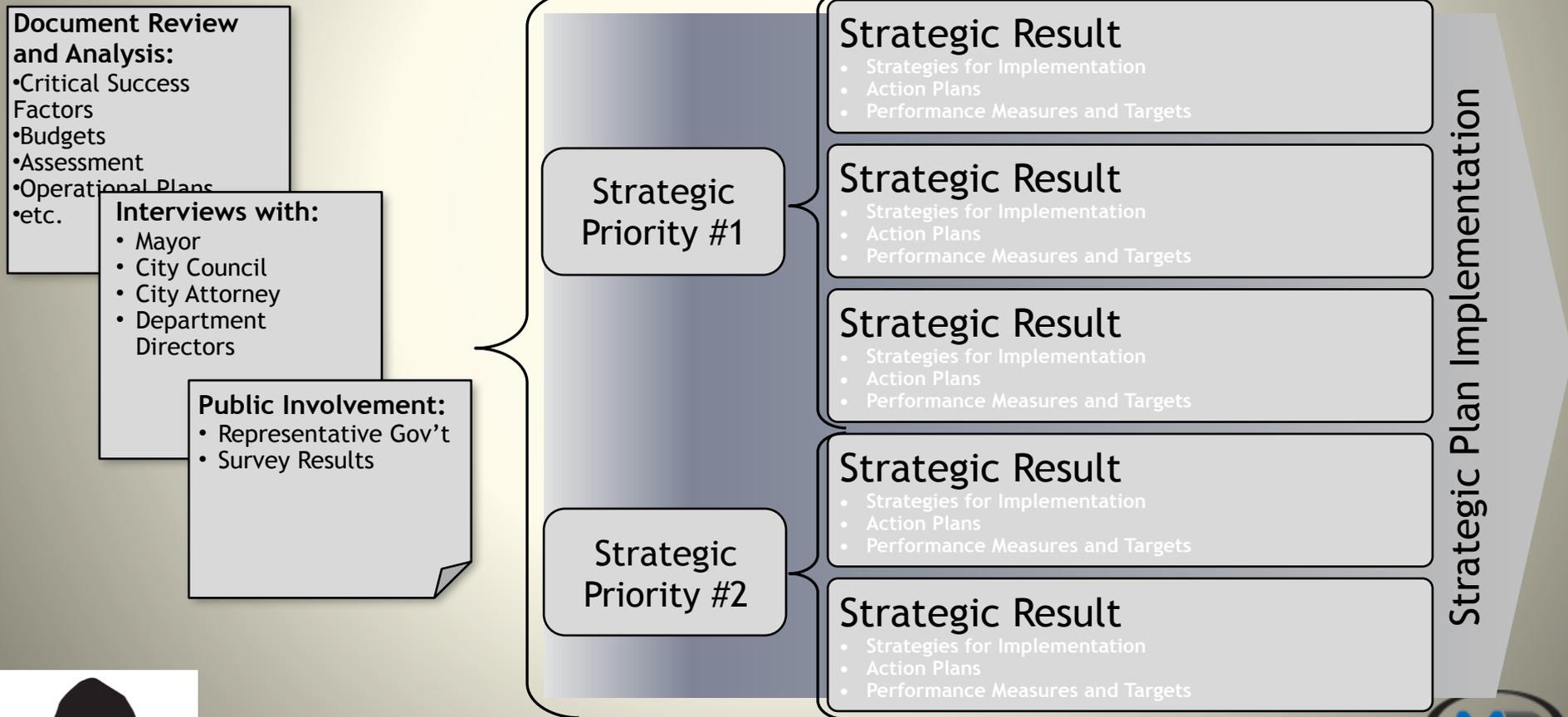
*Informs Strategic Planning Process*

## City-wide Strategic Plan:

*Sets the direction for strategic, operational, resource allocation decisions.*

## Implementation Plan:

*Creates the operational alignment necessary to successfully implement City-wide Strategic Plan.*

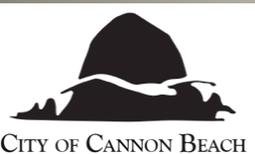


# Affordable Housing

- 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, 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

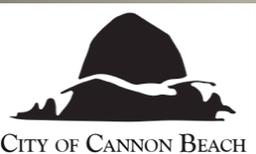
# Emergency Management

- 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 residents who are Emergency Certified and 25 in Medical Reserve Corps
- By December 31, 2019 a redundant technology system will be in place out of the Tsunami Zone
- By December 31, 2021 Cannon Beach will adopt a Long Term Disaster Recovery Plan



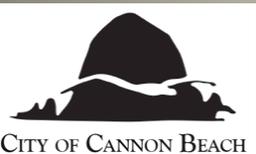
# Infrastructure

- By December 31, 2016 Cannon Beach will make a decision on whether to purchase the old schoolhouse
- 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 addressing ADA compliance
- 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 the Community

- 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

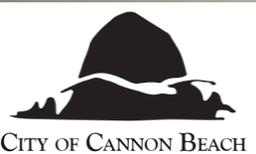


# Effective Government

- By December 31, 2016, Canon Beach residents and property owners will have clear, understandable short-term rental regulations
- 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 record's management will be in compliance with the Oregon State Law for records retention
- Beginning December 31, 2017, City will update the Strategic Plan every two years



# Questions and Discussion



# Thank You

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