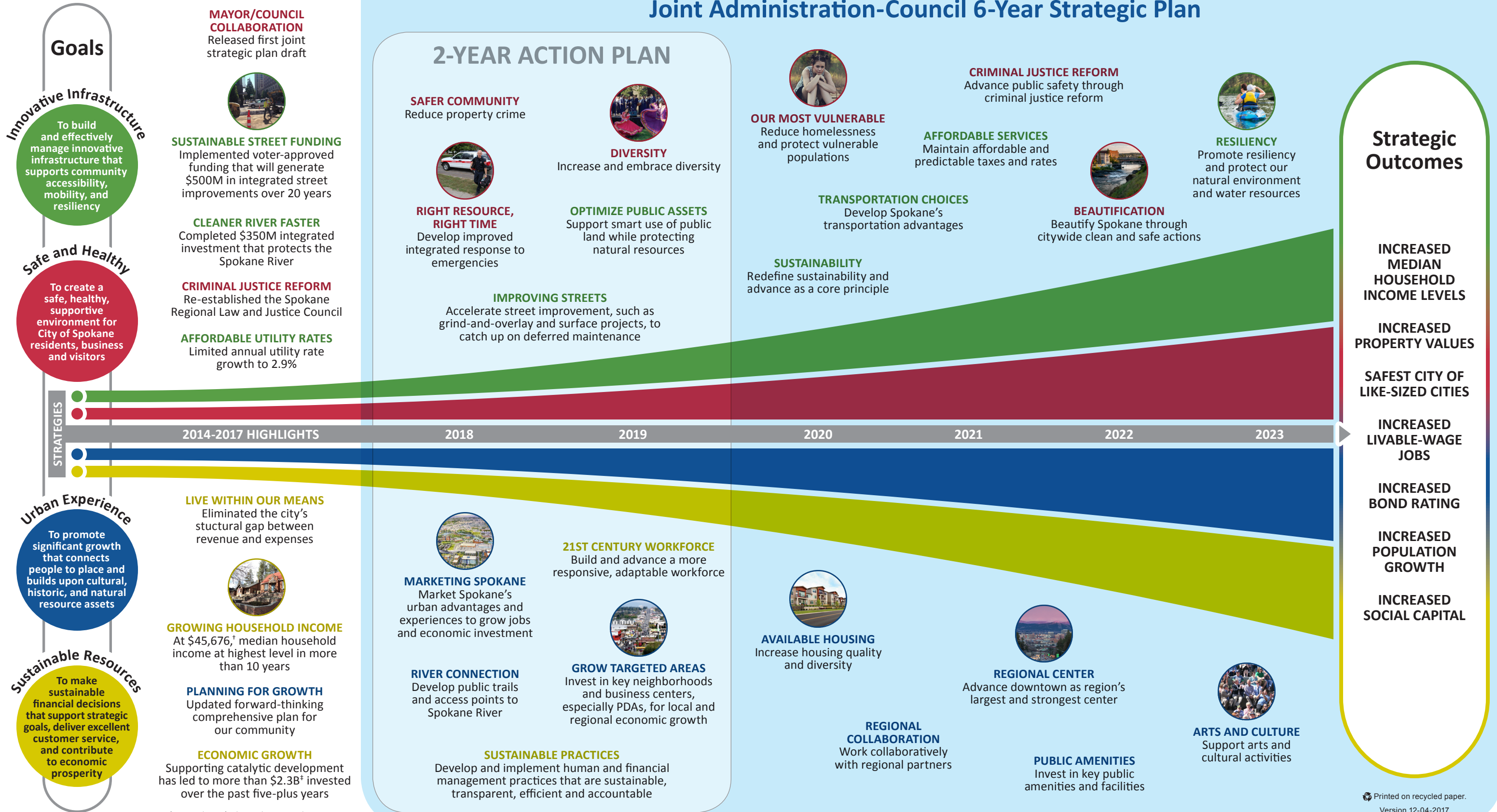


One Vision. One Plan.
One Voice.
Safer. Smarter. Healthier.

Spokane is a safe, diverse, resilient, sustainable, and growing city known for its natural beauty, economic prosperity, and exceptional quality of life for all.



Joint Administration-Council 6-Year Strategic Plan



Goals

MAYOR/COUNCIL COLLABORATION
Released first joint strategic plan draft



SUSTAINABLE STREET FUNDING
Implemented voter-approved funding that will generate \$500M in integrated street improvements over 20 years

CLEANER RIVER FASTER
Completed \$350M integrated investment that protects the Spokane River

CRIMINAL JUSTICE REFORM
Re-established the Spokane Regional Law and Justice Council

AFFORDABLE UTILITY RATES
Limited annual utility rate growth to 2.9%

2-YEAR ACTION PLAN

SAFER COMMUNITY
Reduce property crime



DIVERSITY
Increase and embrace diversity



RIGHT RESOURCE, RIGHT TIME
Develop improved integrated response to emergencies

OPTIMIZE PUBLIC ASSETS
Support smart use of public land while protecting natural resources

IMPROVING STREETS

Accelerate street improvement, such as grind-and-overlay and surface projects, to catch up on deferred maintenance

OUR MOST VULNERABLE
Reduce homelessness and protect vulnerable populations



AFFORDABLE SERVICES
Maintain affordable and predictable taxes and rates

TRANSPORTATION CHOICES
Develop Spokane's transportation advantages

SUSTAINABILITY
Redefine sustainability and advance as a core principle

CRIMINAL JUSTICE REFORM
Advance public safety through criminal justice reform



RESILIENCY
Promote resiliency and protect our natural environment and water resources

BEAUTIFICATION
Beautify Spokane through citywide clean and safe actions



Strategic Outcomes

INCREASED MEDIAN HOUSEHOLD INCOME LEVELS

INCREASED PROPERTY VALUES

SAFEST CITY OF LIKE-SIZED CITIES

INCREASED LIVABLE-WAGE JOBS

INCREASED BOND RATING

INCREASED POPULATION GROWTH

INCREASED SOCIAL CAPITAL

STRATEGIES

2014-2017 HIGHLIGHTS

2018

2019

2020

2021

2022

2023

Urban Experience

To promote significant growth that connects people to place and builds upon cultural, historic, and natural resource assets

LIVE WITHIN OUR MEANS
Eliminated the city's structural gap between revenue and expenses



GROWING HOUSEHOLD INCOME
At \$45,676,[†] median household income at highest level in more than 10 years

PLANNING FOR GROWTH
Updated forward-thinking comprehensive plan for our community

ECONOMIC GROWTH
Supporting catalytic development has led to more than \$2.3B[‡] invested over the past five-plus years

MARKETING SPOKANE
Market Spokane's urban advantages and experiences to grow jobs and economic investment



21ST CENTURY WORKFORCE
Build and advance a more responsive, adaptable workforce

RIVER CONNECTION
Develop public trails and access points to Spokane River

GROW TARGETED AREAS
Invest in key neighborhoods and business centers, especially PDAs, for local and regional economic growth



SUSTAINABLE PRACTICES
Develop and implement human and financial management practices that are sustainable, transparent, efficient and accountable

AVAILABLE HOUSING
Increase housing quality and diversity



REGIONAL COLLABORATION
Work collaboratively with regional partners

REGIONAL CENTER
Advance downtown as region's largest and strongest center



PUBLIC AMENITIES
Invest in key public amenities and facilities

ARTS AND CULTURE
Support arts and cultural activities



[†] 2016 data. [‡] Through September 2017.