



One Vision. One Plan. One Voice.  
**One Spokane**  
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

**Innovative Infrastructure**  
To build and effectively manage innovative infrastructure that supports community accessibility, mobility, and resiliency

**Safe and Healthy**  
To create a safe, healthy, supportive environment for City of Spokane residents, business and visitors

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

**Sustainable Resources**  
To make sustainable financial decisions that support strategic goals, deliver excellent customer service, and contribute to economic prosperity

**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



**RIGHT RESOURCE, RIGHT TIME**  
Develop improved integrated response to emergencies

**DIVERSITY**  
Increase and embrace diversity

**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



**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

**AFFORDABLE SERVICES**  
Maintain affordable and predictable taxes and rates

**BEAUTIFICATION**  
Beautify Spokane through citywide clean and safe actions

**RESILIENCY**  
Promote resiliency and protect our natural environment and water resources



2014-2017 HIGHLIGHTS

2018

2019

2020

2021

2022

2023

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



**GROWING HOUSEHOLD INCOME**  
At \$45,676,<sup>†</sup> 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<sup>‡</sup> invested over the past five-plus years

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



**RIVER CONNECTION**  
Develop public trails and access points to Spokane River



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

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

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



**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



### 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

<sup>†</sup> 2016 data. <sup>‡</sup> Through September 2017.