



### **Vision Statement**

A thriving community for all.

### **Mission Statement**

Champion aspirations for a thriving community as envisioned in our Comprehensive Plan.



## **Special Issues and Action Items for 2019:**

The City will be facing a set of unique challenges starting in 2019. In addition to the previous Strategic Plan coming to its successful conclusion, the City will be in a transition phase for the first time in 20 years with its first City Manager. Added to this will be several key City related essential agreements and documents that will be expiring starting 2020. This will mandate the City Council and next City Manager's attention and action. So, in addition to this Strategic Plan's adoption, Council is adopting these Special Action Items as a priority for 2019. It is the intent as noted below that one of the critical Action Items in 2019 will be the effort on the part of the City Council and City Manager to update and review this Strategic Plan late in late 2019. This will be a goal to further develop and refine the plan for 2020 through 2022. The following is the list of Special Issues and Action Items for 2019:

- City Manager Transition
- Fire District Annexation Response Plan
- Solid Waste Contract Request for Proposals and Selection of Preferred Direction
- Golf Course Lease Expiration and Renewal Plan Adoption
- Olympic Gravity Water System Lease Expiration and Transition Plan Adoption
- Wave Franchise/PEG Renewal Agreement(s)
- Shoreline Regulations Update
- Upper Sims Sub-Area Plan Final Adoption and Implementation
- Adoption and Implementation of Stormwater Functional Plan
- Adoption and Implementation of Library Financial Plan
- Adoption and Implementation of Parking Management Strategy
- Adoption and Implementation of Water System Functional Plan
- Continued Support for Capital Project Commitments
- Schedule update to post 2019 Strategic Plan Strategies' and Action Items to prioritize Strategies and Action Items for consideration in 2020 – 2022



## **Focus Area: Economic Growth**

***Develop diverse businesses opportunities that strengthen the local economy and pave the way for young families to thrive. (Objective 2 Current Strategic Plan FY 2016-2018)***

**Strategy 1:** *Streamline the City's development services to provide predictable processes with consistent outcomes.*

**Strategy 2:** *Align city code with evolving business needs and community vision.*

**Strategy 3:** *Focus on strategic economic development pursuits that will increase the living wage jobs and encourage creative business start-ups and expansion and retain local retail income.*

**Strategy 4:** *Foster support of local businesses through collaboration with adjacent jurisdictions and private and public partnerships.*

**Strategy 5:** *Encourage development that demonstrates environmental stewardship and integrates business with adjacent residential areas.*



## **Suggested Post 2019 Action Items:**

<b>Action Item</b>	<b>Description</b>
Perform Customer Service Survey	Implement a customer service feedback survey for issued permits.
Create Development Application Packets	Proactively review informational land use packets for accuracy. Create a "web portal" with link to the business resource center. Create check list for applications.
Implement Focus Groups	Work with local focus groups to understand current business needs and evolving community vision and implement recommended changes.
Abride Regulatory Environment	Continuously audit and update zoning & building codes that are impeding the city from achieving strategic objectives.
Local Financial & Business Training	Coordinate with Business Resource Center to offer permit acquisition training
Opportunity zone and creative district	Support & promote development of eligible projects in approved zones
Parking Management Program	Develop and implement plan for parking management city wide
Boat Haven and Point Hudson Master Plan.	Partner with the Port and Maritime Sector in development and implementation of a long-term asset investment strategies



## **Focus Area: Affordable Housing**

***The City will establish systems to support diverse housing options with perpetual affordability. (Objective 3 Current Strategic Plan FY 2016-2018)***

**Strategy 1:** *Clearly articulate the City's role in the affordable housing context. Clarify the different needs for the different strata of housing (for example, homelessness, low-income, work-force, seniors, etc. all have their own needs)*

**Strategy 2:** *Ensure universal access to information infrastructure.*

**Strategy 3:** *Evaluate multiple funding models and increase coordination with partners for developing affordable housing.*

**Strategy 4:** *Review inter-governmental properties for affordable housing options (Port, County, etc.)*

**Strategy 5:** *Pursue regulatory reform for affordable housing.*



## **Suggested Post 2019 Action Items**

Action Item	Description
Identify shovel ready infrastructure and CDBG grant opportunities along with City late-comer agreements	Identify gaps in property that are public or private and incorporate shovel readiness into capital/functional plans (utilities).
Adopt proactive housing code modifications	Follow through on Council and Planning Commission recommendations
Define Affordability within the City's Codes	City adopts a formal definition of "affordability" within the City for uniform use of term.
Expanding use of Housing Trust Fund to create a revolving loan program	When, and if, enough funds are available.
Consider implementing a locally funded low-income Affordable Housing Tax Rebate	Establish a city funded tax relief "Homestead" tax credit program/property tax rebate program based on low-income eligibility
Partner with other governmental agencies to establish a County Housing Office with a "Housing Navigator" (HAPN 2.0)	Work with local organizations to access state/federal programs to leverage grant money for affordable work force housing projects and assist the public with access to housing.



**Focus Area: City  
Organization**

***The City will provide a healthy City organization. (Objective 6 Current Strategic Plan FY 2016-2018)***

**Strategy 1:** *Invest in technology systems and tools.*

**Strategy 2:** *Ensure employees have the necessary training and physical resources to efficiently and effectively perform their jobs.*

**Strategy 3:** *Implement programs and develop projects that create a professional, safe, value-oriented, responsive work environment with opportunities for employee advancement and growth.*

**Strategy 4:** *Evaluate and implement opportunities to foster community involvement with the City.*

**Strategy 5:** *Develop systems and policies that facilitate an efficient and effective organization.*

**Strategy 6:** *Provide organizational capacity to promote private-public partnerships and inter-governmental collaboration.*

**Strategy 7:** *Develop and maintain an employee succession plan for key positions.*

**Strategy 8:** *Provide continuous support for the organizational communication plan.*

**Strategy 9:** *Develop organizational structure and capacity for financial sustainability.*

**Suggested Post 2019 Action  
Items**

Action Item	Description
Evaluate staff structure for current & future needs	Develop plan for needed transitions & new hires and organizational sustainability
Conduct resident survey	Determine effectiveness of city's communication plan
Update volunteer staff support	Review and conduct volunteer opportunity survey
Wellness Program	Evaluate effectiveness of program and make changes to incentivize participation
Technology platforms	Assess current technology platforms for city-wide efficiencies
Update communications staff support	Develop position and budget for hiring
Update Council compensation	Review City Council compensation and benefits
Update Employee compensation program	Review staff compensation program (includes internal equity of wages)
Create City social media platforms	Develop social media implementation plan
Conduct internal staff survey	Conduct survey that evaluates inter and intra-departmental communication, staff engagement and understanding of strategic objectives (Baldrige survey)



## **Focus Area: Community Quality of Life**

***The City will build a small-town quality of life for all ages that ensures equitable access to amenities and provides for community resilience and self-reliance. The City will foster a strong education community culture. (Objectives 1 and 5 Current Strategic Plan FY 2016-2018)***

**Strategy 1:** *Enhance quality of life for youth. Work with local educational institutions and other groups and organizations to provide youth development programs that connect youth to our community and area resources.*

**Strategy 2:** *Implement transparent, equitable, accessible, and inclusive planning processes that engage and inform residents, minimize scope creep, recognize alternative points of view, and call out milestones and measures of success.*

**Strategy 3:** *Continuously identify and implement public safety process improvements and innovative programs that meet community needs, including mental health, substance abuse, and homelessness.*

**Strategy 4:** *Promote healthy lifestyles, including walkability, bike safety, and community recreation.*



**Strategy 5:** *Foster environmentally-conscious development regulations that are consistent with Washington State best management practices.*

### **Suggested Post 2019 Action Items**

Action Item	Description
Connect youth to educational and recreational opportunities and internships for local youth	Develop a connection with schools to promote internships at Library, Police, Parks, Public Works, Finance, to connect schools and youth to broader community opportunities
Survey of Comm. Priorities	Engage WSU/other inst. to undertake scientifically-valid study
Utilize City Comm. Plan & tools to reach residents and solicit feedback	Use social media and other tools to connect city initiatives with the community
Navigator to connect people to services	Consider hiring a Police Department social worker to connect persons in need of services to social services (housing, mental health, substance abuse, medical, etc...)
Continue to find support for the Community Health Improvement Plan (C.H.I.P.)	Work with C.H.I.P. to find sustainable funding for mental health services, including inpatient mental health beds at local hospital. Train city staff and elected to respond to mental health and substance abuse crises
invest in the city's walking/ biking/trail/and shoreline access as a priority	Create a Transportation Benefit District and use funding to target funding to expand walking/biking trail system

## **Focus Area: Infrastructure**

### **Assets**

***The City will ensure a sustainable future for public services and facilities by planning and maintaining its infrastructure. (Objective 4 Current Strategic Plan FY 2016-2018)***

**Strategy 1:** Find consistent and reliable funding to maintain existing basic city infrastructure.

**Strategy 2:** Implement industry best practices to maintain infrastructure assets.

**Strategy 3:** Implement programs, technologies, or resources to compliment current operational practices that ensure safe and efficient delivery of basic services.

**Strategy 4:** Consistent with the Comprehensive Plan and functional plans, establish long-term planning, prioritization, and investment strategies for future infrastructure projects that are sensitive to the community needs and values, are sustainable, and ensure consistent delivery of services at a reasonable cost.



## **Suggested Post 2019 Action Items**

Action Item	Description
Capital Asset Inventory	Identify and catalog capital assets on an ongoing basis
Infrastructure Plans	Ensure plans are kept updated and current with city/comm. Needs and consistency between plans
Infrastructure Audit	Technical. audit to ensure efficiency, consistency, and functionality
Capital Improvement Plan	Look for opportunities to improve process and the prioritization of projects
5 G Development	Explore and plan for 5G development and develop policies for development
Climate Change	Develop a plan to incorporate climate change design in City's future infrastructure and adapt current infrastructure to climate change
Produce a clear definition of "infrastructure"	Create a non-technical flyer that can be used to communicate what this term entails
Find funding to maintain existing infrastructure	Consider different alternative revenues like Vehicle Tabs, and Local Improvement Districts
Survey community to determine priorities and willingness to pay	Engage the Community in a set of neighborhood meetings to set localized priorities and projects