



**CITY OF WASHOUGAL
CITY COUNCIL SPECIAL MEETING
Saturday, June 11, 2022
8:00 AM**

Council Retreat and Annual Planning Session

- I. 8:00-8:15 Introduction of BerryDunn**
- II. 8:15-8:45 Sharing of City Council member experiences with strategic planning**
 - A. Presentation Material
- III. 8:45-9:15 Affirm City Council's expectations and desired outcomes for the strategic planning effort**
- IV. 9:15-10:05 Overview of the Strategic Planning Process and Approach BREAK 15 Min**
- V. 10:20-11:20 Assessment of the City's Current Environment, Strengths, Weaknesses, Opportunities and Threats (SWOT)**
- VI. 11:20-12:50 Preliminary Visioning Discussion**
 - A. What is your ideal vision for how the City will look and feel 5-10 years from now?
 - B. What, specifically will be different than now? What will be the same?
 - C. What will the people of the community be experiencing living in Washougal?
 - D. What accomplishment(s) would make you most proud to have achieved at the completion of your service on City Council?
- VII. 12:50 Working Lunch**
- VIII. 1:00-1:40 ARPA Funding Prioritization**
- IX. 1:40-2:50 2022-2023 Council Goals**
- X. Public Comments**
- XI. Adjournment**

BUSINESS OF THE CITY COUNCIL
City of Washougal, Washington

FOR AGENDA OF:

6/13/2022

SUBJECT:

DEPT. OF ORIGIN:

Administration

REVIEWED AT:

TO BE RETURNED TO COUNCIL:

ATTACHMENTS:

📎 Washougal City Council Retreat 1.pdf

EXPENDITURE REQUIRED:

BUDGETED:

APPROPRIATION REQUIRED:

SUMMARY STATEMENT

RECOMMENDED ACTION



City of Washougal

City Council Strategic Planning Retreat

June 11, 2022



Retreat Agenda

- ▲ Introductions
- ▲ Share City Council members experiences with strategic planning
- ▲ Council's expectations for the strategic planning effort
- ▲ Overview of the project
- ▲ Assessment of the current environment
- ▲ Preliminary visioning discussion



The BerryDunn Team



Council Discussion: Your Experience with Strategic Planning



Council Discussion: Your Expectations for the Strategic Planning Project

- ▲ *What are your expectations for the strategic planning project?*
- ▲ *What outcomes do you hope to achieve from the process?*
- ▲ *What does success look like when the strategic plan is completed?*



Overview of the Process: What is a Strategic Plan?

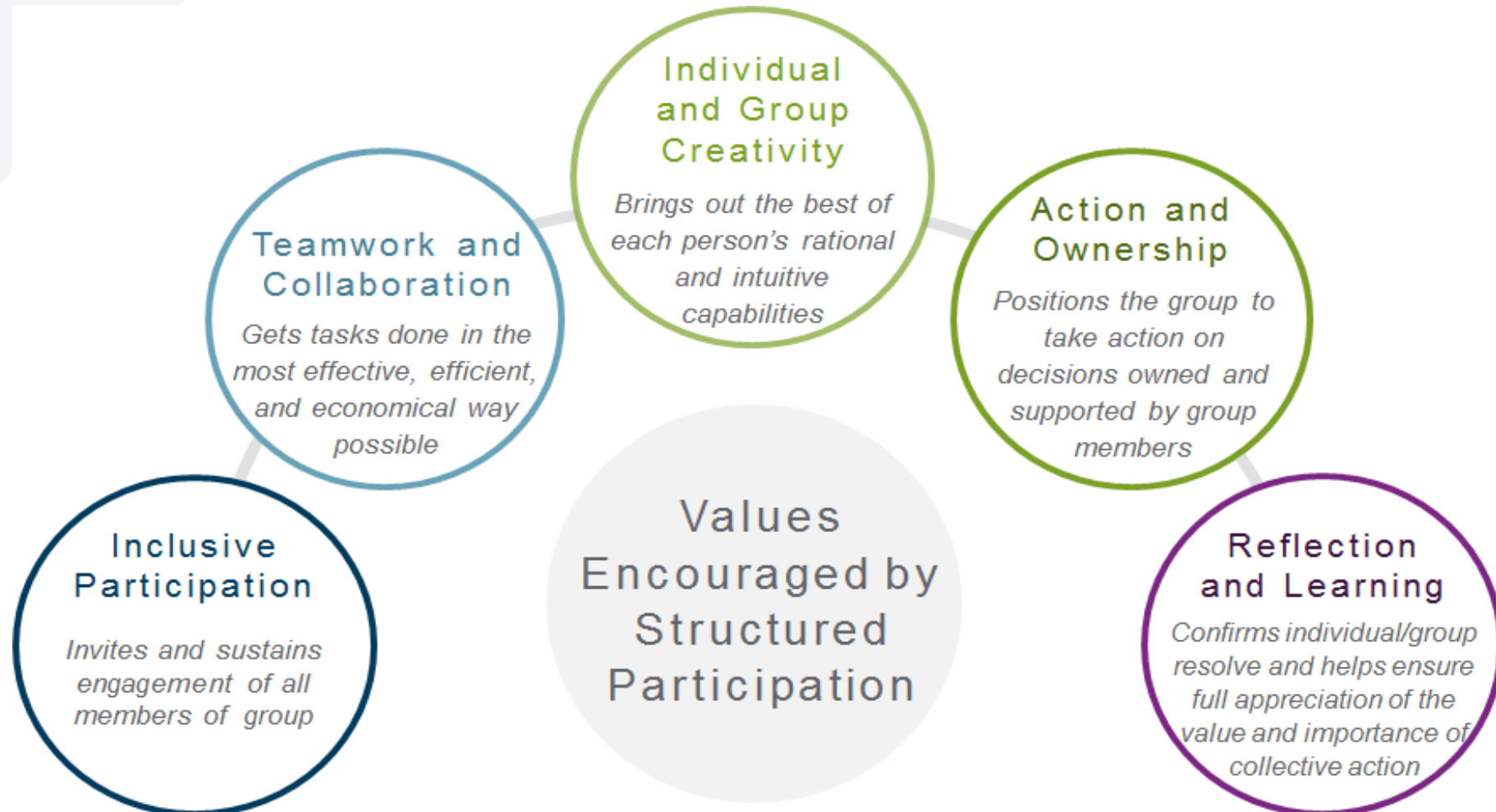


Overview of Strategic Planning Process



Project Approach: Facilitation Methodology

The Institute of Cultural Affairs ToP® facilitation methodology emphasizes structured participation that creates a clear intention, helping members of the group align with one another and reach consensus.



Project Approach: Environmental Scan and Needs Analysis

The foundation of a strategic plan is an environmental scan and needs analysis



Identify potential opportunities, challenges, and trends that can drive the City's focus and effectiveness.



Provide everyone involved in strategic planning with a shared understanding of the City's current environment.



Help City leaders successfully navigate the forces and obstacles that can hinder the achievement of a shared vision.

Project Approach: Stakeholder Engagement



- ✓ Interviews with diverse stakeholders
- ✓ Social Pinpoint Community Engagement Platform
- ✓ Community Engagement from Utility Rate Study
- ✓ Community Forums
- ✓ Other existing City plans
- ✓ Demographic and economic data



Planning Process: Virtual Engagement

City of
REDLANDS

[City website](#) [Previous Strategic Plan](#) 

City of Redlands

Welcome to the community engagement webpage for Redlands' next strategic plan, which will lay out goals and objectives for the long term. This plan's success depends on input from people like you – who know and love Redlands, and have a vested interest in making it an even better place going forward. To make the Redlands Strategic Plan work we need YOU! Please complete the survey, give us your thoughts on the "Ideas Wall," sign up for our virtual community forum or post your thoughts on social media.



Share your ideas

Dive into big topics, letting us know what you think Redlands should focus on – and how.



Good Government



Public Safety



Economic Vitality



Quality of Life



Housing



City Infrastructure

[Leave a comment](#)

Take a brief survey

Let City leaders know how Redlands is doing and how it should evolve.



[Give us a few minutes](#)



Envision our future

We are a diverse big town with a small town feel, beautiful parks, and open spaces. Share your ideas on how the City can have even more charm in the future.

[Join the Discussion](#)

1918

Total Visits

624

Unique Users

39

Comments

48

Survey Responses

Project Approach: North Star Vision



The North Star Vision

An organization's North Star Vision serves as a unifying focal point for long-term achievement. It must be clear enough for stakeholders to know what they are working towards and how to get there. Stakeholders must see their role in this vision and believe in the organization's dream, as they will play a vital role in executing on it.



Project Approach: Plan Development



City Council

- Mission
- Vision
- Strategic Priorities
- Strategic Goals



City Leadership

- Current and Future State
- Strategic Objectives
- Performance Measures

The North Star Vision

The **North Star Vision** serves as a unifying focal point for an organization's long-term achievement. It must be clear enough for stakeholders to know what they are working towards and how to get there. Stakeholders must see their role in this vision and believe in the organization's dream, as they will play a vital role in executing on it.

Project Approach: Strategic Plan Document



Mission Statement:

The City of Groveland is an ecosystem intentionally connecting safety service, and innovation to support a vibrant welcoming community with natural charm.

Vision Statement

Groveland is a collection of towns, villages, and hamlets interweaving a diversity of people into an eco-agrarian landscape, embodying the following core values.

We value our natural and agricultural landscape and know that will enhance our quality of life and will attract others. This value is the result of combining our conservation and eco-agrarian focus areas and bringing about an economic development and tourism strategy that works with those areas of focus rather than against it. Groveland is a local city with a global vision.



Intentionality



Core Values

We value our shared vision and becoming what we think about. Being intentional means being descriptive on what kind of city we want to be. It means thinking with the end in mind and taking incremental steps toward that vision. The Strategic Plan sets a vision for what we want to become in 10 years, provides actions toward achieving that vision, and is framed around our core values.

Knowledge



We value education and lifelong learning. We envision neighborhood scale schools where kids can walk or bicycle to school. Training and certificate programs for agriculture, culinary, construction, art, and the jobs of the 21st century. actions toward achieving that vision, and is framed around our core values.

Connectivity



We value our connection with nature and with each other. Relationship- building, complete and walkable communities, park and trail systems, and mobility systems are examples for how we enhance our connectivity.

Heart



We value how we treat one another, sharing our knowledge, talents, and resources. Providing everyone with a seat at the table, ensuring equitable access to community services, and taking action in the present moment.

Project Approach: Strategic Plan Document

PRIORITY 3

A Strong Sense of Place

Cooper City Strategic Plan 2022-2027



Current State

Cooper City has distinguished itself by maintaining a "small town feel" at the heart of the South Florida tri-county region. Its *nostalgic characteristics* provide residents a *peaceful setting* nestled within a major metropolitan area that provides easy access to a *wide-ranging scale of professional services*, shopping, dining, and entertainment. With these qualities in mind, Cooper City has maintained its founding principal of developing mostly residential areas accompanied by *parks and green spaces* for families to enjoy.

Future State

Cooper City will thrive through *smart development* and *creative redevelopment* that will increase residents' affinity for "Someplace Special" and the *sense of place* their community provides. Projects and proposals are complimented by *outreach and sustained communication* with residents and business owners; *nourishing relationships* and *encouraging participation* in the decision-making process. This *special collaboration* works toward *increasing the value* of Cooper City's homes, attracting business and entrepreneurial endeavors, and increasing the ability for residents to work where they live.



PRIORITY 3

A Strong Sense of Place

Cooper City Strategic Plan 2022-2027



Strategic Goal 3

Establish "a strong sense of place" through creation of unique spaces that foster community pride, increase social interaction and commercial marketability with the purpose of improving economic stability, increasing property values and impacting the memories of Cooper City residents.

Objectives

- Redevelop underutilized spaces to achieve a strong sense of place and increased property values.
- Focus on the Health and Community pillars of the Parks & Recreation strategic plan to increase social interaction and promote the well-being of Cooper City residents.
- Strengthen the connectivity of City-wide facilities, common areas, and business centers
- Engage residents and businesses more fully in the community through citywide marketing and branding.
- Establish strong rapport and relationships with new and existing businesses to improve the economic stability of Cooper City.
- Assess the need for activities, facilities, and programming to meet the needs of youth, families, and seniors in Cooper City.

Performance Measures

Resident satisfaction with Cooper City as place to live

- Develop City-wide survey to continually gauge residents' interests and collect feedback on City facilities, services, and programs
- Partner with schools to continue to attract high-quality teachers and staff to maintain A-rated schools, while advocating active participation in schools and close partnerships to support school activities
- Conduct an analysis and options for City Commission consideration on developing a city center
- 80% satisfaction rate with recreational experiences
- Assess and adapt programs and services to the needs of residents

Businesses blending with the charm of Cooper City

- 10% increase in the number of residents who own a business in Cooper City or are employed within Cooper City
- Develop survey to gauge business satisfaction and continually receive feedback on factors that are boosting or negatively impacting businesses
- Ensure the Business Expo and Job Fair becomes an annual event
- Robust marketing campaign that helps to attract investment in Cooper City and boost economic development efforts

Connectivity across the city

- Increased access to parks and recreational spaces by walking, bicycling, or by means other than a vehicle
- Secure access to spaces that will allow for the development and/or extension of bike and walking paths, while increasing efforts to secure grants and other funding sources for projects
- WiFi established at all sports complexes and community gathering places

Project Approach: Implementation

Implementation Plan Template

Strategic Goal	Objective	Outcomes	Lead	Team members	Resources required	Interdependencies	Start date	End date
List goal from strategic plan	List the objectives/ (may be multiple for each strategic priority)	List the anticipated outcomes for each objective	Designate person who will own the objective	List names of people who are responsible for driving the objective forward	Briefly explain financial and other resources needed to implement the objective	Explain dependencies on organizational support functions (i.e., HR, IT, finance, other) or other initiatives	Estimate general timeline for the objective (Quarter/Month)/YYYY	
Strategic Goal 1 Grow to service to scale in selected high priority locations	1.1 EXAMPLE: Assess and segment sites into four categories	- Each state is placed into categories - Decision made on which sites to prioritize						
	1.2 EXAMPLE: Assemble support teams and prepare supports for each category	Support teams are established						

Quarterly and Annual Report Template

Strategic Priority	Objectives	Outcomes	Lead	Annual Target	Actual Progress	Status
Strategic Goal 1	List objectives	List the expected outcomes for each objective	List initiative owner here	Include target goal set during planning progress	Include most recent status on initiative	Code in color
	1.1 EXAMPLE: Assess and segment sites into four broad categories	- Each county is placed into one of four categories - Decision made on which sites to prioritize	- George W - George W	- All sites completed by Q1 2021 - Prioritized sites determined by Q3 2021	- Completed by Feb - In negotiation about prioritized sites	
	1.2 EXAMPLE: Assemble support teams and prepare supports for each category	Support teams are established	- Sally O - Hillary J	Four support teams set up by Q4 2021	- Three of four support teams established - Working on plan for serving struggling sites	
	1.3 EXAMPLE: Engage in long-term planning with high priority sites	First long-term strategic plan is complete	- Billy C - Danny K	Finalized plans completed by Q2 2022	One plan finished, all other plans not started	



Conduct Implementation Workshop

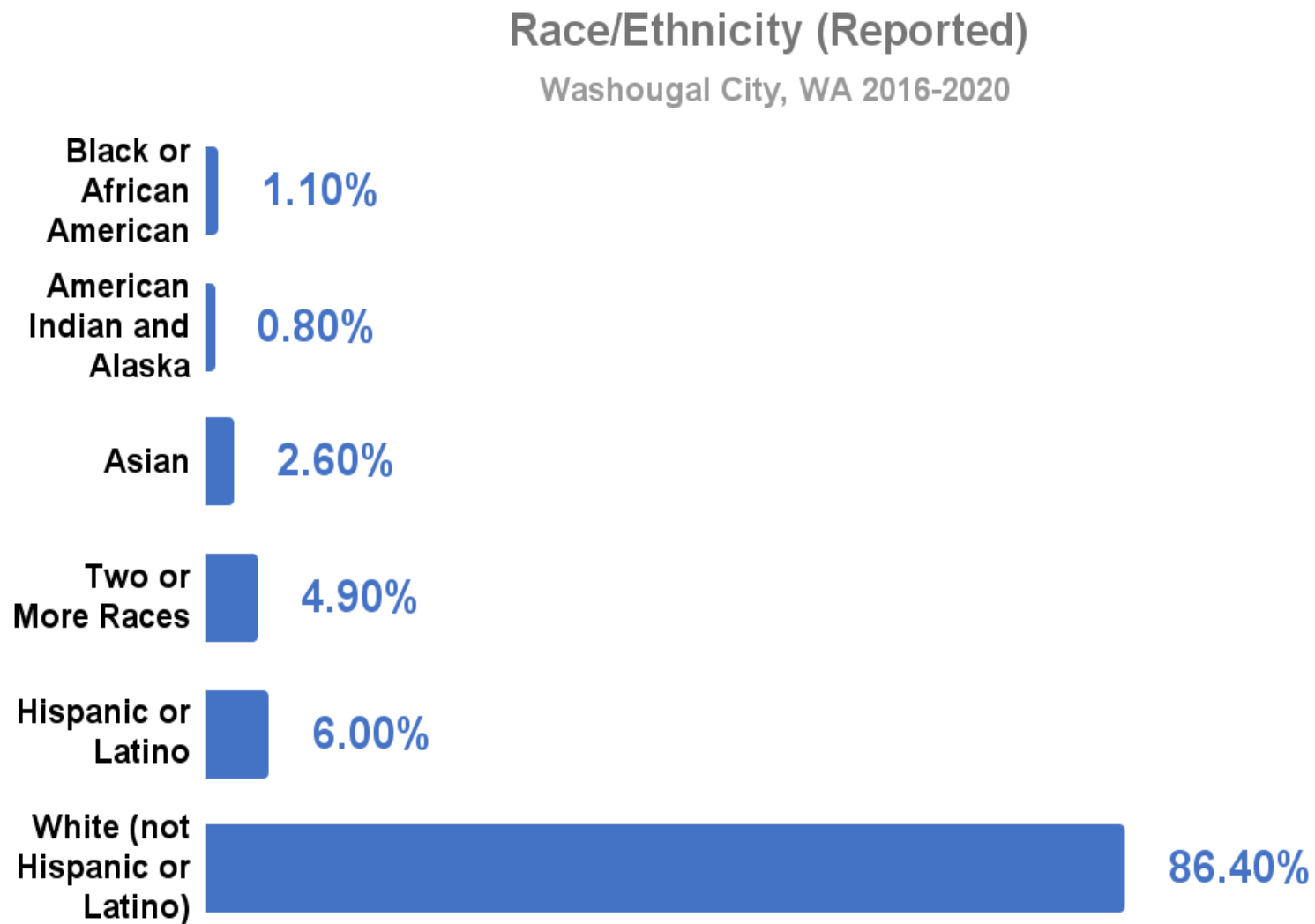
Current Environment Assessment

Washougal City at a Glance

- Population Estimate (July 2021): 16,970
- Households: 5,728
- 4.0% foreign born (WA: 14%)
- 5.2% households speak language other than English at home (WA: 20%)
- 9.2% Veterans (WA: 6.6%)

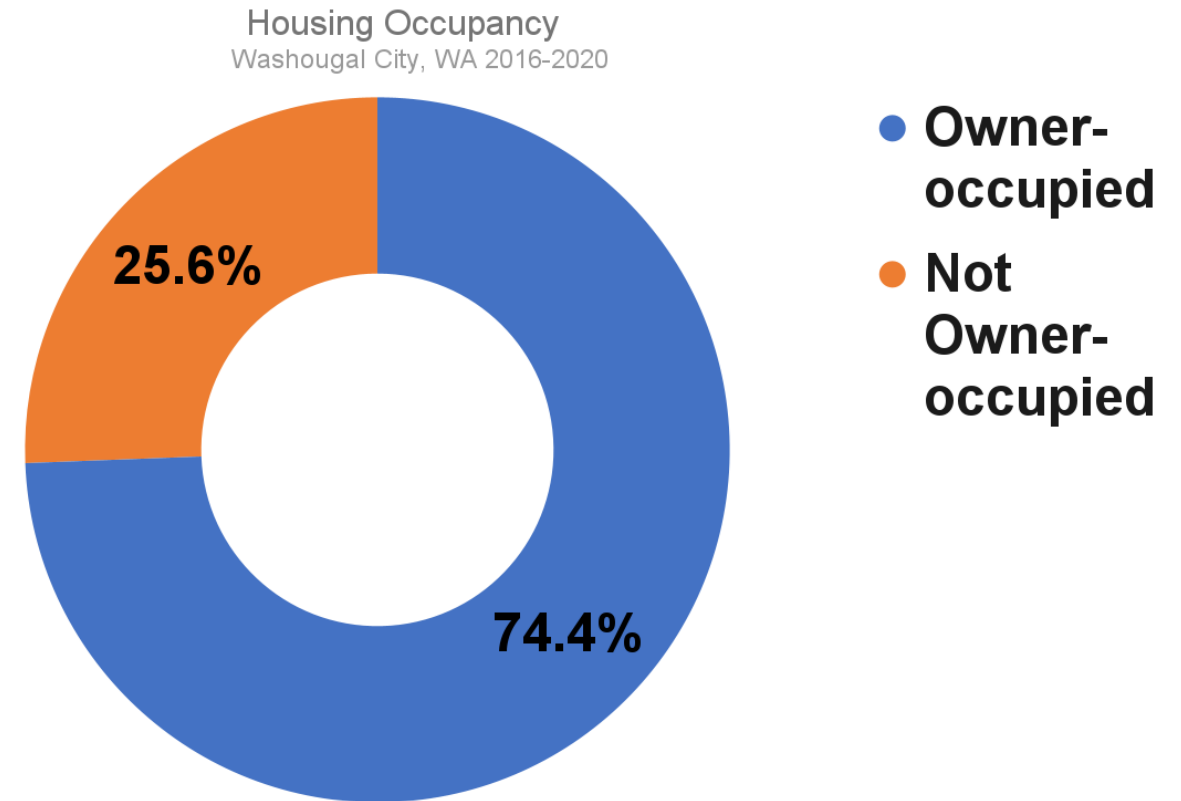


Current Environment Assessment: Demographics



Current Environment Assessment: Housing

- Median value of owner-occupied housing units: \$349,300 (WA: \$366,800)
- Median monthly cost with mortgage: \$1,912 (WA: \$1,939)
- Median gross rent: \$1,263 (WA: \$1,337)



Current Environment Assessment: Income and Poverty

Median Household Income: Washougal City vs. State of Washington
Washougal City, State of Washington, 2016-2020

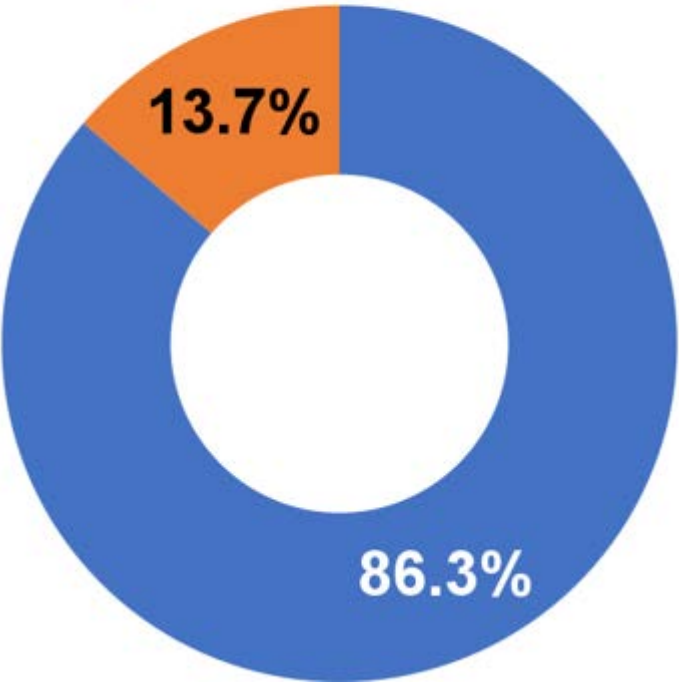
■ Washougal City ■ State of Washington



Median household income (in 2020 dollars)

Individuals Below Federal Poverty Level (FPL)
Washougal City, WA 2016-2020

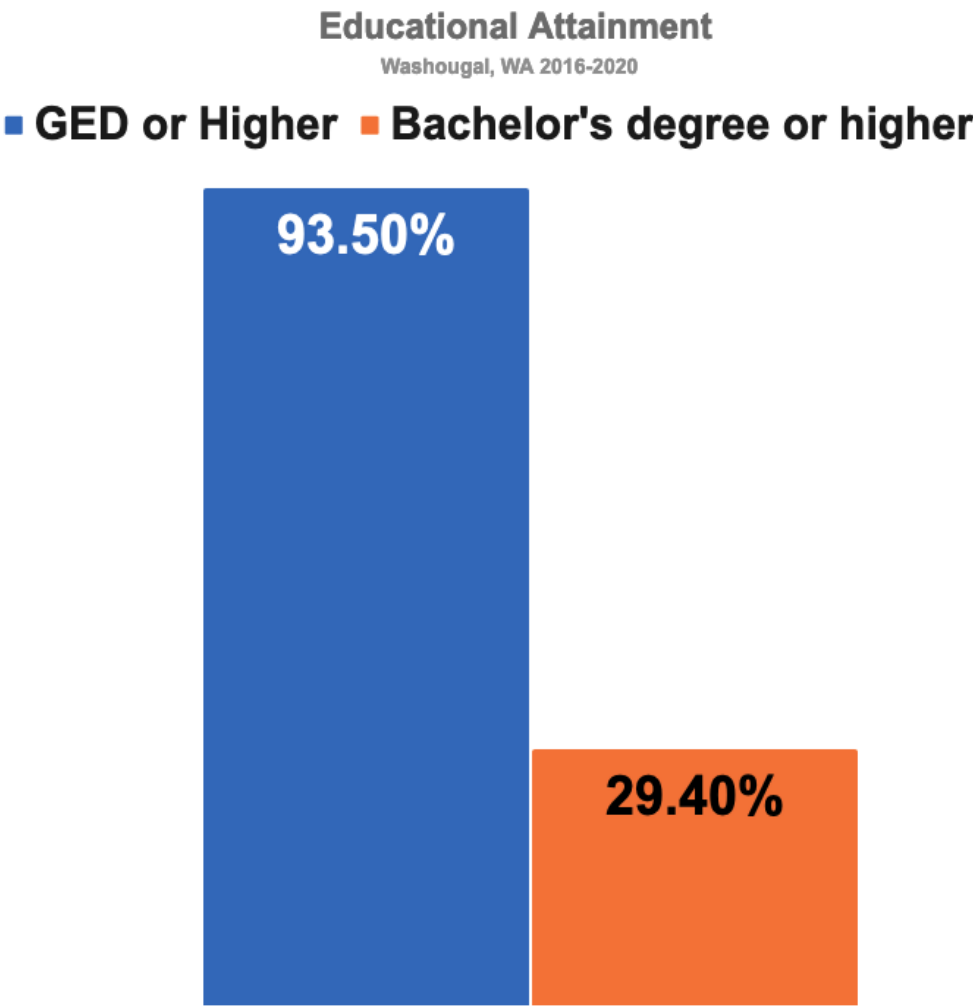
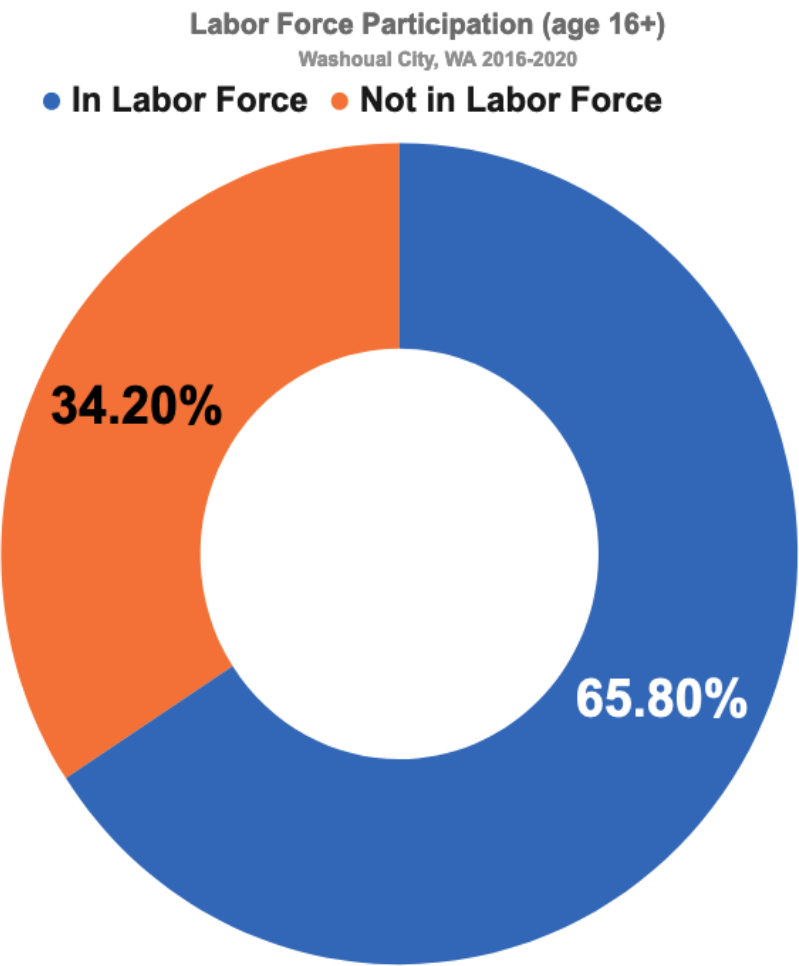
● Above FPL ● Below FPL



WA poverty rate: 9.5%



Current Environment Assessment: Education and Employment



WA Labor Force Participation Rate: 63.70%

Environmental Scan – SWOT Analysis

- ▲ **SWOT** stands for strengths, weaknesses, opportunities, and threats.
- ▲ SWOT analysis assesses your current position before deciding on any strategies.
- ▲ SWOT analysis reduces the chances of failure by understanding and eliminating obstacles that get in the way of effective strategy.



Environmental Scan – SWOT Analysis Discussion

- ▲ *What are the strengths of the Community?
Of City government?*
- ▲ *What are weaknesses that need to be
taken into account? Community? City
government?*
- ▲ *What opportunities does Washougal have
that it can capitalize on?*
- ▲ *What threats is the community facing now
and for its future? What threats does City
government face to effectively serving the
community now and in the future?*



Preliminary Visioning Discussion

- *What is your ideal vision for how the City will look and feel 5-10 years from now?*
- *What, specifically will be different than now? What will be the same?*
- *What will the people of the community be experiencing living in Washougal?*
- *What accomplishment(s) would make you most proud to have achieved at the completion of your service on City Council?*



Final Questions and Discussion

What questions do you have as we move forward?

What additional guidance do you have for the project team?

