



**CITY OF WASHOUGAL
CITY COUNCIL SPECIAL MEETING
Monday, March 6, 2023
5:30 PM**

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MEETING INFORMATION

Please click the link below to join the webinar:
<https://us02web.zoom.us/j/87676554176>

- I. CALL TO ORDER**
- II. ROLL CALL**
- III. PUBLIC COMMENTS**
- IV. NEW BUSINESS**
 - A. STRATEGIC PLANNING WORK SESSION FACILITATED BY BERRY DUNN, CONSULTANT**
- V. PUBLIC COMMENTS**
- VI. ADJOURNMENT**
- VII. NEXT MEETING: MONDAY, MARCH 13, 2023 WORKSHOP 5 PM AND REGULAR COUNCIL 7 PM**

BUSINESS OF THE CITY COUNCIL
City of Washougal, Washington

FOR AGENDA OF:

3/6/2023

SUBJECT:

MEETING INFORMATION

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DEPT. OF ORIGIN:

Finance

REVIEWED AT:

TO BE RETURNED TO COUNCIL:

EXPENDITURE REQUIRED:

BUDGETED:

APPROPRIATION REQUIRED:

SUMMARY STATEMENT

RECOMMENDED ACTION

BUSINESS OF THE CITY COUNCIL
City of Washougal, Washington

FOR AGENDA OF:

SUBJECT:

DEPT. OF ORIGIN:

REVIEWED AT:

TO BE RETURNED TO COUNCIL:

ATTACHMENTS:

▯ **Washougal Strategic Plan Update**

EXPENDITURE REQUIRED:

BUDGETED:

APPROPRIATION REQUIRED:

SUMMARY STATEMENT

RECOMMENDED ACTION



City of Washougal Strategic Planning Presentation City Council Workshop

March 6, 2023



Planning Process: Plan Development



City Council

- Mission Statement
- Vision Statement
- Guiding Principles or Values
- 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.

Mission Statement, Vision Statement, and Guiding Principles

The **mission statement** describes an organization's purpose or reason for existing. It is the public statement of the contribution it promises to make to help accomplish the community vision. It answers the questions: Why do we exist? What do we do?

A **vision statement** defines your desired future state and provides direction for where Washougal is going as a community. It answers the question: What will Washougal look and feel like 5 years from now?

Guiding principles are the precepts that guide an organization throughout its life in all circumstances, irrespective of changes in its goals, strategies, type of work or the top management. They are expectations for how the city will conduct its business, make decisions, and deliver programs and services to the community.



Review Mission Statement

Existing Mission Statement

Our mission is to provide leadership and effective, fiscally responsible services that achieve our community's vision.

Revised Mission Statement

Our mission is to provide fiscally responsible services that promote our vision of a safe and beautiful community that can be enjoyed for generations to come.



Review Vision Statement

Existing Vision Statement

Washougal will be a safe and economically vibrant community that successfully balances growth and expanding opportunity with fiscally responsible services while preserving the best qualities of small-town living.

Revised Vision Statement

Washougal will be a safe, vibrant and friendly community that successfully balances growth and expanding economic opportunity while preserving the community's natural beauty and the unique amenities of small-town living.



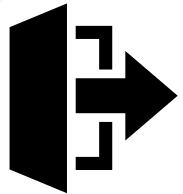
Review Guiding Principles



People-focused and Responsive – We are highly responsive, serving the community with respect and kindness.



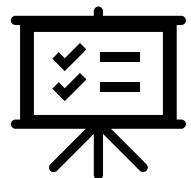
Bold and Practical – We are innovative and creative, utilizing pragmatic ideas to proactively address issues and solve challenges.



Trustworthy and Accessible – Our door is open and we provide clear and concise communication, serving with the highest ethical standards and professionalism.

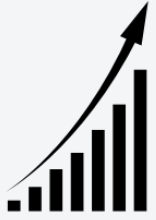


Accountable and Fiscally Responsible – We are responsible for our actions and decisions, carefully managing the city's resources.



Engaged and Collaborative – We listen to and work with our community to achieve shared goals.

Strategic Priorities



Economic Development and Community Prosperity: Foster and promote a resilient economy that encourages growth to attract and retain a diversity of businesses and talent, creating opportunities for prosperity and enhanced quality of life in Washougal.



Financial Health and Core Services: Increase the City's financial strength to provide a stable foundation that adapts to changes and challenges, providing resources necessary to sustain and expand services in support of the community's needs.



Vibrant Town Center: Elevate the quality of life in Washougal through a vibrant downtown that is attractive for people to live, work, learn, gather and play.

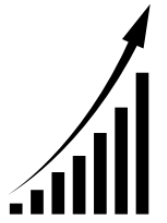


“Smart” Growth: Develop and grow in a sustainable manner while providing a broad array of amenities, job opportunities, housing and transportation options to meet the diverse needs of the community.



Redefined Community Identity: Establish a distinct and recognizable identity for Washougal that fosters community pride and increases commercial marketability.

Strategic Priorities



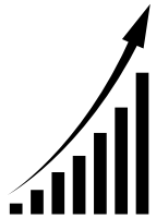
Economic Development and Community Prosperity

Foster and promote a resilient economy that encourages growth to attract and retain a diversity of businesses and talent, creating opportunities for prosperity and enhanced quality of life in Washougal.

Strategic Goals

- Establish an economic development manager position to champion and coordinate economic strategic objectives and carry out the tasks associated with the plan.
- Update and streamline permit processing to attract and retain diverse businesses and talent.
- Collaborate with the Washougal Business Association to create a welcome program that informs businesses of the assistance available to help them succeed.
 - Develop a “doing business in Washougal” guide packet to help launch businesses.
- Expand recreation-tourism and eco-tourism to increase the number of visitors and provide additional amenities to community members.

Strategic Priorities

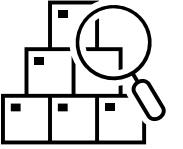


Economic Development and Community Prosperity

Performance Measures

- 2% increase in median income annually year over year
- Review Community Development procedures to streamline permit review timelines by July 2024
- Complete and Implement Community Development procedures to streamline permit review timelines by July 2025
- 95% of land use applications and building permits processed in target timelines
- Develop a “doing business in Washougal” guide packet by July 2025
- 8% increase in number of businesses and business licenses over the life of the plan, through December 2027
- 8% increase in living wage jobs (paying over 200% of the federal poverty level) over the life of the plan, through December 2027
- Increase in tax revenues:
 - 8% growth for new construction property taxes (excluding single family residences) over the life of the plan, through December 2027
 - 8% growth for sales tax over the life of the plan, through December 2027
 - 8% growth for lodging tax over the life of the plan, through December 2027

Strategic Priorities



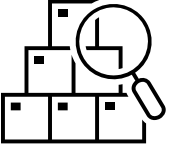
Financial Health and Core Services

Increase the City's financial strength to provide a stable foundation that adapts to changes and challenges, providing resources necessary to sustain and expand services in support of the community's needs.

Strategic Goals

- Identify optimum staffing levels for police and implement Phase 2 of the Police Department strategic plan to reduce crime and keep Washougal safe.
- Optimize outside funding (grants, federal and state money) and low interest financing to fund new and updated infrastructure.
- Provide funding for enhanced grant writing support.
- Create or update Standard Operating Procedures (SOPs) to prepare for staff succession and improve quality and efficiency of services.
- Develop a stable model and funding for core services to provide long-term funding and structure to maintain and expand the city's services and programming.
 - Explore the creation of a Metropolitan Parks District (MPD).
 - Explore the creation of a Regional Fire Authority (RFA).

Strategic Priorities



Financial Health and Core Services

Performance Measures

- Identify and explore at least two grants, appropriations or preferred financing options in each of our programs or infrastructure categories by December 2027
- Complete “Community Funding Options Plan” by March 2024
- Identify preferred option for fire and EMS by December 2024
- Identify preferred option for enhanced parks and recreation services by December 2025
- Complete and implement Phase 2 of the Police Department strategic plan by December 2024
- Maintain police response time of less than five minutes for Priority 1 and 2 calls for service
- Exceed national average for community satisfaction of “Safety in the City” in Community Surveys

Strategic Priorities



Vibrant Town Center

Elevate the quality of life in Washougal through a vibrant downtown that is attractive for people to live, work, learn, gather and play.

Strategic Goals

- Develop a parking management plan to articulate and achieve a ten-year vision for adequate parking in downtown.
- Update the City's codes to enhance the sense of place within downtown.
- Establish agreements with significant town center property owners to allow for redevelopment that will result in a vibrant downtown core.
- Improve streetscapes, lighting, business facades and underground facilities to beautify downtown.
 - Collaborate with WACA and the Art Commission to establish a program to beautify vacant buildings.
- Collaborate with town center stakeholders to enhance community events and gatherings.

Performance Measures

- Develop a parking management plan by December 2024
- Finalize an agreement with one of the City's town center property owners by March 2024
- Update banners with new pole arms and hanging baskets by June 2023
- 50% of vacant storefronts are beautified by December 2027



Strategic Priorities



“Smart” Growth

Develop and grow in a sustainable manner while providing a broad array of amenities, job opportunities, housing and transportation options to meet the diverse needs of the community.

Strategic Goals

- Update the City’s Comprehensive Plan and development code, incorporating smart growth objectives as defined by Smart Growth America.
- Establish an urban forestry ordinance to maintain and improve the City’s tree canopy.
- Obtain funding (grants, federal and state money) to invest in planning and enhancements in infrastructure.

Performance Measures

- Newly adopted Comprehensive Plan by June 2025
- New ordinance for urban forestry completed by December 2025
- 5% increase in blocks of sidewalk infilled (of the total number of blocks requiring it) over the life of the plan, through December 2027
- Complete “Community Funding Options Plan” by March 2024
- 10% increase in retail establishments by December 2027
- Implementing the “Housing for All Planning Tool” from the new comprehensive plan
- Two new bike/pedestrian projects completed by December 2027



Strategic Priorities



Redefined Community Identity

Establish a distinct and recognizable identity for Washougal that fosters community pride and increases commercial marketability.

Strategic Goals

- Develop a new brand identity for Washougal that creates a unique sense of place and generates new interest in and attraction to the City.
- Implement a Citizen's Academy to help students, residents and business owners learn how their city government functions and what they can do to help improve it.
- Increase neighborhood involvement so that residents are more engaged in keeping their community safe and secure.
- Develop and implement a community aesthetics improvement program to revitalize and enhance the physical appearance of the city.
- Coordinate engagement of the city's boards and commissions and community-based organizations to increase community events and activities.
- Establish a formal volunteer program so residents can give back to the community, volunteering to improve the lives of their neighbors and public spaces and support community growth.
- Establish funding for new program coordinator position.

Performance Measures

- Complete a new brand identity for Washougal by December 2026
- 2% Increase of volunteer services hours with Washougal city government annually year-over-year
- Hold a Citizen's Academy each year starting January 2025
- Adopt Community Aesthetics program code changes by December 2023
- Exceed national average for community perception of "appearance of property" in Community Surveys





Discussion

- What is your feedback on the Strategic Plan?
 - Mission Statement
 - Vision Statement
 - Guiding Principles
 - Strategic Priorities
 - Objectives
 - Performance Measures

Next Steps

Final Plan Adoption

In alignment with the City's Budgeting process, BerryDunn will develop tools to assist with implementation and progress reporting.

Implement Plan during Fiscal Years 2023 – 2028.