



CITY OF WASHOUGAL

STRATEGIC PLAN
2023-2028



MAYOR'S LETTER

Dear Residents of Washougal,

On behalf of the Washougal City Council, I am pleased to announce the release of our city's new 5-year Strategic Plan. Your City Council strives to ensure that Washougal is moving forward and that we are constantly improving our city for the betterment of all who call it home. The Plan sets forth our priorities, goals, and objectives, and provides a framework for the decisions we make as your city government.

We began this initiative to update our Strategic Plan in 2022, with the goal of developing a roadmap for the future of our community. Our Plan was built through the extensive involvement of our residents, business leaders, and community groups, and it reflects our shared vision for a thriving and prosperous Washougal that benefits all. Many of you provided important input into the development of the Plan through attendance at one of our open houses or community forums, or by completing the survey and providing input via our web-based community engagement site. Your input was vital in shaping our Plan and we are grateful to all that participated. This is your Strategic Plan.

Our Plan includes five key strategic priorities: Economic Development and Community Prosperity, Financial Health and Core Services, Vibrant Town Center, "Smart Growth", and Redefined Community Identity. Each of these areas is critical to the future success of our city. Please take some time to read the following pages and discover the goals and objectives linked to each priority, as well as the methods we will use to measure our accomplishments.

Over the coming months and years, we will be working to implement these priorities. Of course, fulfilling our Plan will require the cooperation and support of all members of our community. We encourage you to get involved in the process by attending public meetings, providing feedback on our initiatives, and volunteering your time to help us achieve our goals.

Our optimism for Washougal's future is immense, and we firmly believe that this Plan, while ambitious, is feasible with targeted investments and will enable us to create a more robust and enduring city for future generations. The Council is eager to collaborate with all of you to ensure that we keep moving forward in our efforts to develop a more prosperous and thriving Washougal.

Sincerely,



David Stuebe
Mayor of Washougal

PLAN AT A GLANCE

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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.

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.

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

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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.

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 2028
- 8% increase in living wage jobs (paying over 200% of the federal poverty level) over the life of the plan, through December 2028
- Increase in tax revenues:
 - 8% growth for new construction property taxes (excluding single family residences) over the life of the plan, through December 2028
 - 8% growth for sales tax over the life of the plan, through December 2028
 - 8% growth for lodging tax over the life of the plan, through December 2028



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).

Performance Measures

- Identify and explore at least two grants, appropriations or preferred financing options in each of our programs or infrastructure categories by December 2028
- 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 over the life of the plan, through December 2028
- 8% growth for sales tax over the life of the plan, through December 2028
- 8% growth for lodging tax over the life of the plan, through December 2028



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 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 by December 2023.
- 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 2025



“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) year-over-year
- Complete “Community Funding Options Plan” by March 2024
- 10% increase in retail establishments by December 2028
- Implementing the Housing for All Planning Tool from the new comprehensive plan
- Two new bike/pedestrian projects completed by December 2028



What is “Smart Growth”?

“Smart Growth” is an approach to development that encourages a mix of building types, diversified housing options, transportation methods, and community engagement that supports existing and new neighborhoods. This is a investment into Washougal's future as the City will focus on the 10 principles identified by the United States Environmental Protection Agency. For more information go to smartgrowthamerica.org.

1. Mix land use
2. Take advantage of compact design
3. Create a range of housing opportunities and choices
4. Create a walkable neighborhood
5. Foster distinctive, attractive communities with a strong sense of place
6. Preserve open space, farm land, natural beauty, and critical environmental areas
7. Direct development towards existing communities
8. Provide a variety of transportation choices
9. Make development decisions predictable, fair, and cost effective
10. Encourage community and stakeholder collaboration in development decisions



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 September 2023
- Exceed national average for community perception of "appearance of property" in community surveys





WHAT'S NEXT

Putting the Plan into Action

Built to endure the changes of a five-year period while staying relevant, this Strategic Plan is high level. This means it says what the City will focus on to achieve the desired future for Washougal. The City's departments will work together to develop detailed action plans that lay out the actions required to fulfill each strategic goal and objective.

We are committed to focusing resources on the priorities that best serve the needs and desires expressed by our community and captured in this Plan. As needs or opportunities shift during the life of the Plan, the City expects to address any needed changes as part of the City's budget process.

The City will also address the five guiding principles identified by the City Council during the strategic planning process:

- People-Focused and Responsive
- Bold and Practical
- Trustworthy and Accessible
- Accountable and Fiscally Responsible
- Engaged and Collaborative

These guiding principles are expectations for how the City makes decisions and delivers services. Employees will apply these principles in their day-to-day work.

Keeping Track of Progress

How are we doing? We'll let you know.

The City will monitor progress toward our Strategic Plan goals and objectives, as well as report on the performance measures. Tracking keeps us transparent and holds us accountable.

The City will provide the community with an annual report and year-end Council presentation. Community members can expect to understand what the City is working on and the benefits that will result for residents, businesses, and the community overall.

Monthly: City staff will meet and discuss progress on Strategic Plan goals and objectives.

Quarterly: City leadership will provide the City Manager with updates on progress toward each strategic priority and goal.

Twice A Year: The City Manager will provide the City Council with an update on progress toward each strategic priority and goal, including successes and challenges.

Annually: The City Manager will provide a year-end report detailing progress on each strategic goal and objective. The report will be presented to the Council and posted on the City's website, www.cityofwashougal.us, for community access.

ACKNOWLEDGEMENTS

The Strategic Plan is the result of the combined efforts of our City's residents, elected officials, employees, and stakeholders. The City of Washougal would like to thank all those who participated in the months-long process, providing knowledge and insights throughout the various stages of the Plan's development.

Mayor, Mayor Pro Tem

- David Stuebe, Mayor
- Ernie Suggs, Mayor Pro Tem

Councilmembers

- Michelle Wagner
- David Fritz
- Janice Killion
- Molly Coston
- Julie Russell

Executive Leadership Team

- David Scott, City Manager
- Teresa Stedman, Human Resources and Risk Director
- Rose Jewell, Community Engagement Manager
- Trevor Evers, Public Works Director
- Daniel Layer, Finance Director/City Clerk
- Mitch Kneipp, Community Development Director
- Wendi Steinbronn, Police Chief
- Zane Freschette, Police Captain

Strategic Planning Team

- Michele Loftus, Communications Specialist
- Pamela Chinn, Management Analyst
- Tristan Haberstich, Management Analyst Intern

BerryDunn and Koné Consulting

- Seth Hedstrom, BerryDunn, Project Principal
- Michelle Kennedy, BerryDunn, Project Manager
- Alicia Koné, President of Koné Consulting, Facilitator
- Maddison Powers Spencer, BerryDunn, Research Analyst



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