



City of Washougal

# Strategic Planning Advisory Committee

March 22, 2012 presentation

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## Together mapping the community's future



# Strategic Plan

## **Building the plan foundation**

- WHO we are
- WHERE we want to go
- HOW we will strive for our goals and
- MEASURE success over time

The resulting document is a road map to the future, commonly known as a *strategic plan*



# Why a Strategic Plan?

## **Is a “living document” that**

- Motivates action
- Undergoes periodic review
- Adjusts to reflect progress toward goals and/or modification of goals

## **Is a crucial tool to**

- Guide and shape decisions
- Establishes a framework for setting priorities
- Informs leadership about citizens’ priorities
- Assists city leaders’ allocation of limited resources to programs that matter most to the community

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# Why a Strategic Plan?

## **Serves as a road map to**

- Fulfill the city's mission, vision and values with maximum impact

## **Provides a process that allows**

- General alignment and focus of the City Council, City administration and staff, in addition to citizens, business interests, community groups, etc. to foster a sense of cohesion as to the City's strategic direction

## **Provides a basis for**

- Department business plans
- Leadership team performance reviews

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# Plan building blocks

- Public Input
- Mission Statement
- Community Values
- Vision Statement
- Strategic Analysis (SWOC)
- Identification of Key Issues
- Recommended Strategic Goals, Objectives, and Success Measures
- Draft Strategic Plan
- City Council Strategic Plan adoption



# Mission, Values and Vision

## **Mission Statement**

Written statement of the City's purpose or "Why we exist"

## **Community Values**

Guiding principles to serve as touchstones in priority setting and decision making

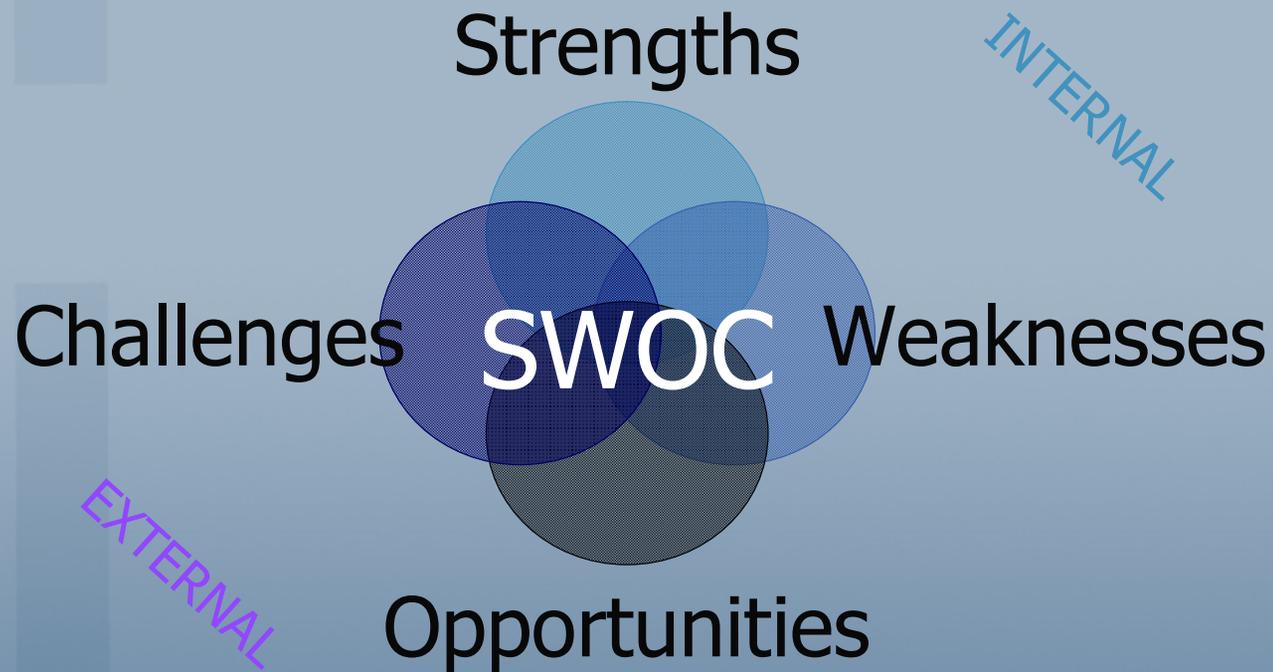
## **Vision Statement**

Desired future state – "What do we want to become?"

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# Strengths, Weaknesses, Opportunities and Challenges



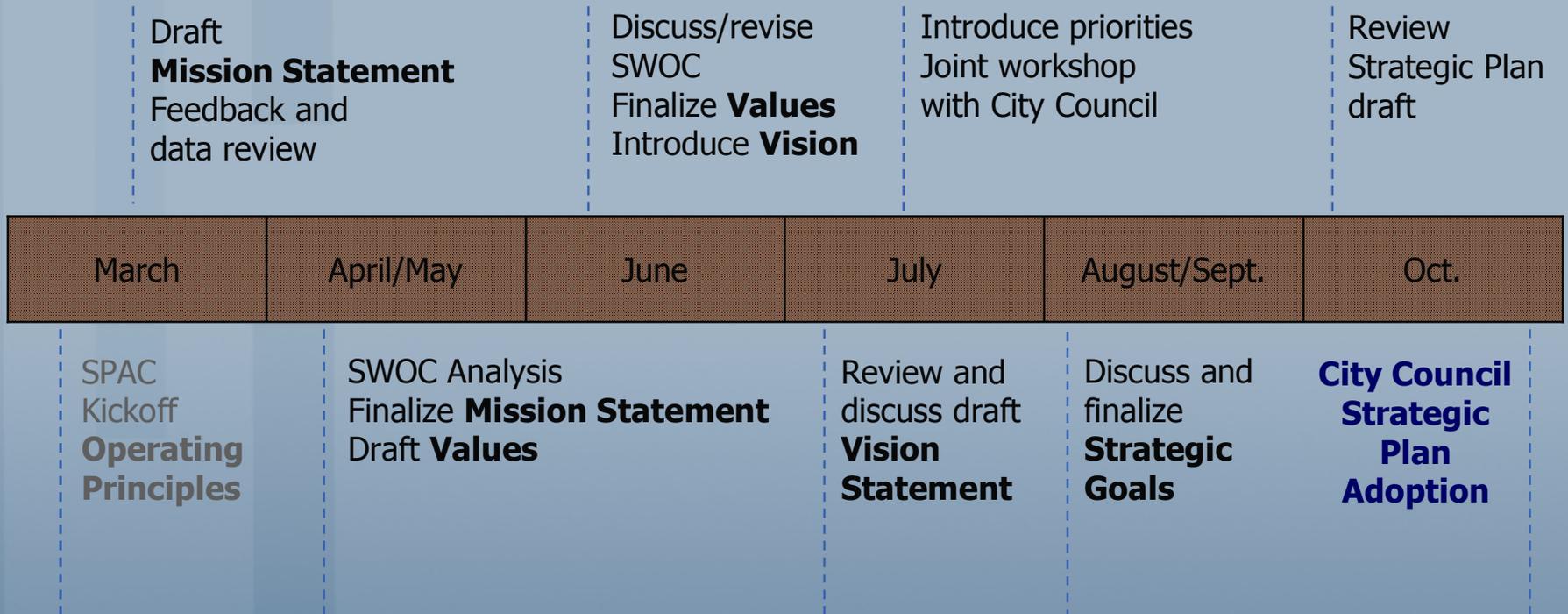


# Roles and responsibilities

	<b>STAFF</b>	<b>SPAC</b>
Public engagement	<b>Primary</b>	Support
Mission Statement	Support	<b>Primary</b>
Values Statement	Support	<b>Primary</b>
Vision Statement	Support	<b>Primary</b>
SWOC (Strengths, Weaknesses, Opportunities, Challenges)	<b>Primary</b>	Support
Identification of issues	Support	<b>Primary</b>
Recommended Strategic Goals, etc.	Support	<b>Primary</b>
Strategic Plan (draft)	<b>Primary</b>	Review and comment
Final Strategic Plan presentation to City Council	Joint	Joint



# Strategic Plan timeline



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# **PUBLIC ENGAGEMENT CAMPAIGN**



# Gathered Information Context

- The results of citizen surveys are only one information piece to shape Washougal's direction
- Slides and/or comments are not in any particular order
- Some comments and results may reflect national and local environments as well as citizen experiences
- Examples:
  - Business walk-and-talk during construction on E Street and Highway 14
  - Great Recession
  - Job concerns
  - Housing market



## Public Engagement Outreach Goal achieved

### **Total Contacts – 1,287**

- Walk-and-talk to commercial or industrial businesses (136)
- External and internal stakeholder interviews
- On-line polls (157); telephone surveys (531)
- Presentations
- Coffee conversations and Contractor Coffee Meeting
- Public workshops
- Farmer's Market and Port Concerts
- Previously elected and appointed board members
- Service organizations
- Survey boxes

Public Outreach Goal –  
contact 5% - 10% of the population (700-1,400)

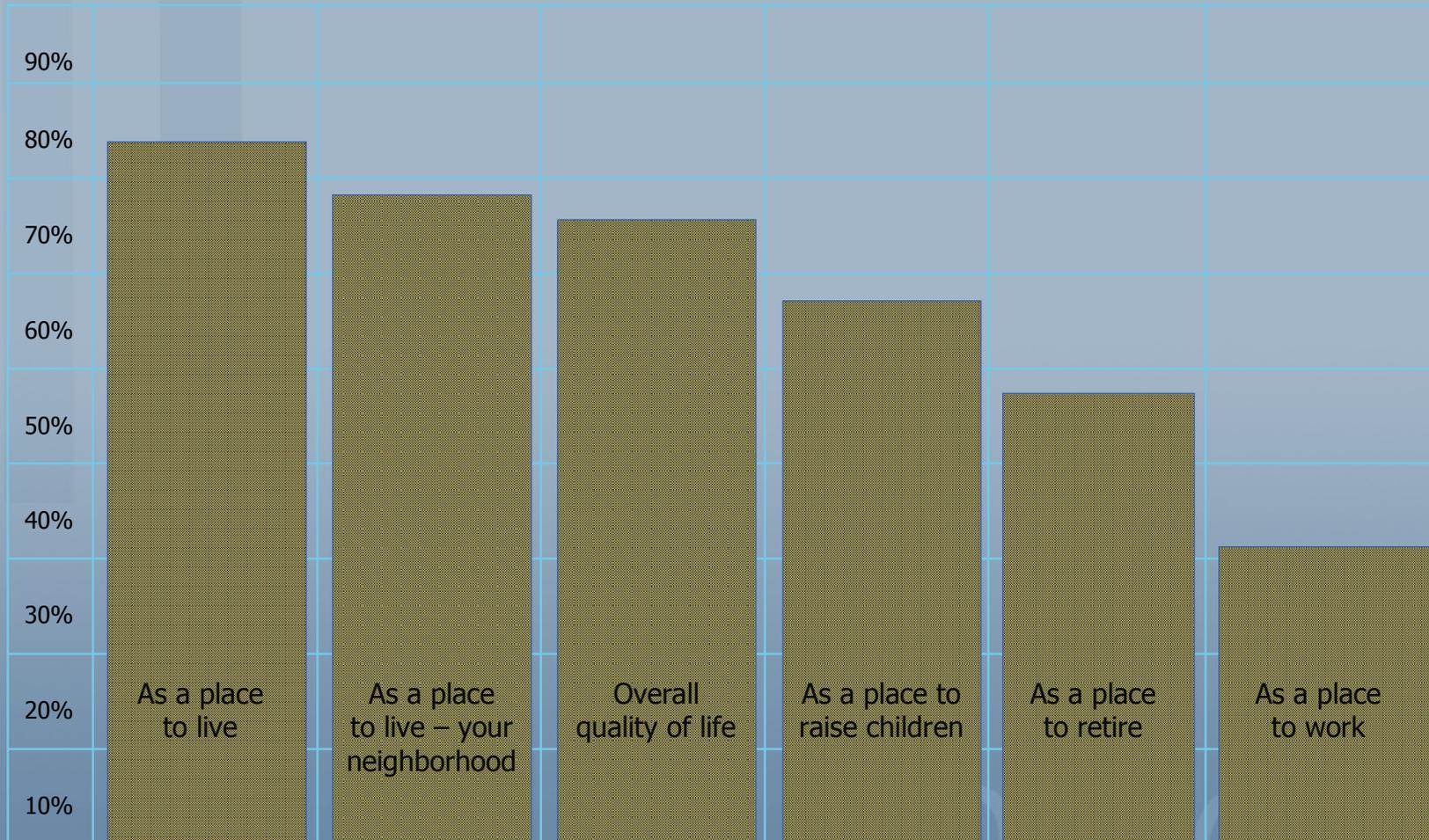


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# SURVEY RESULTS



# Quality of Life (Excellent / Good)

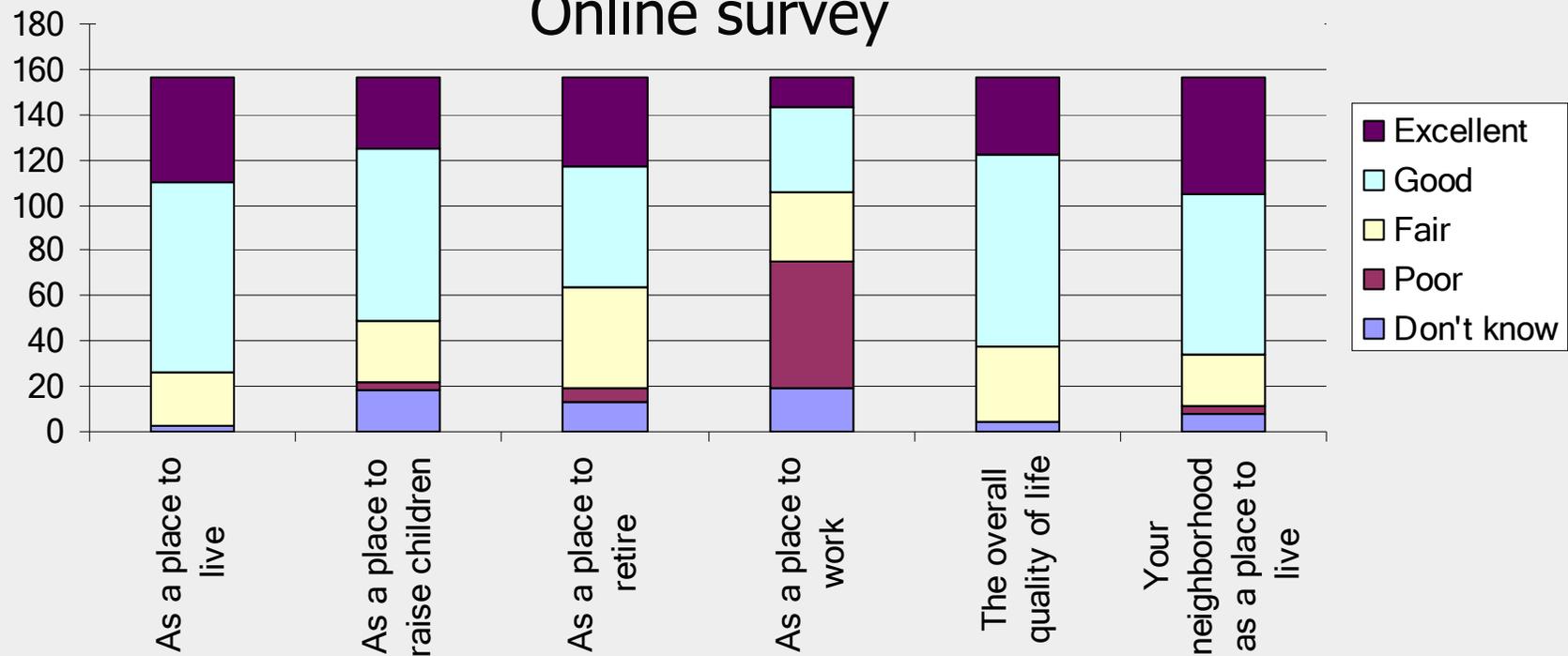




# Quality of Life

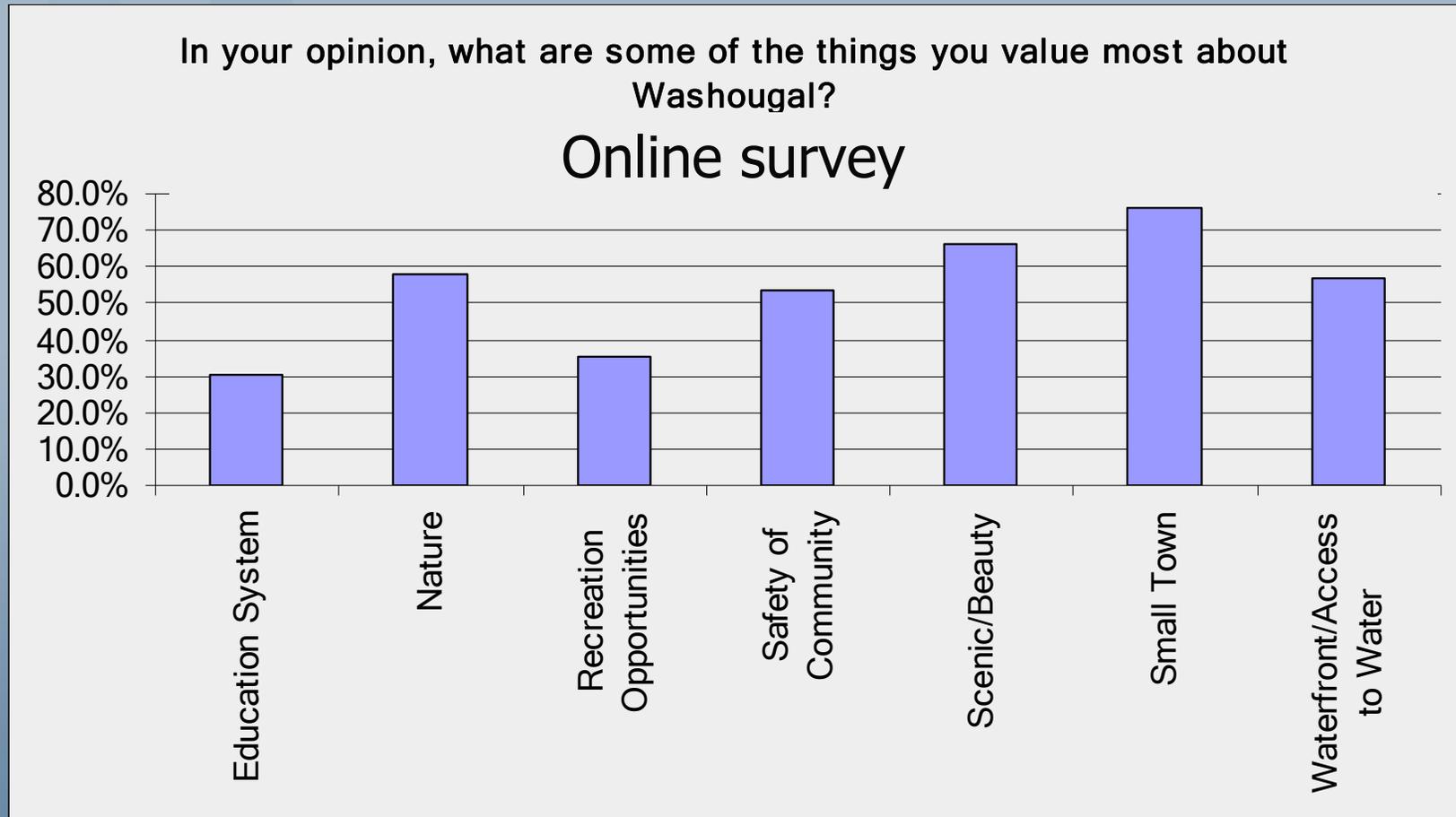
Please rate each of the following aspects of quality of life in Washougal:

## Online survey



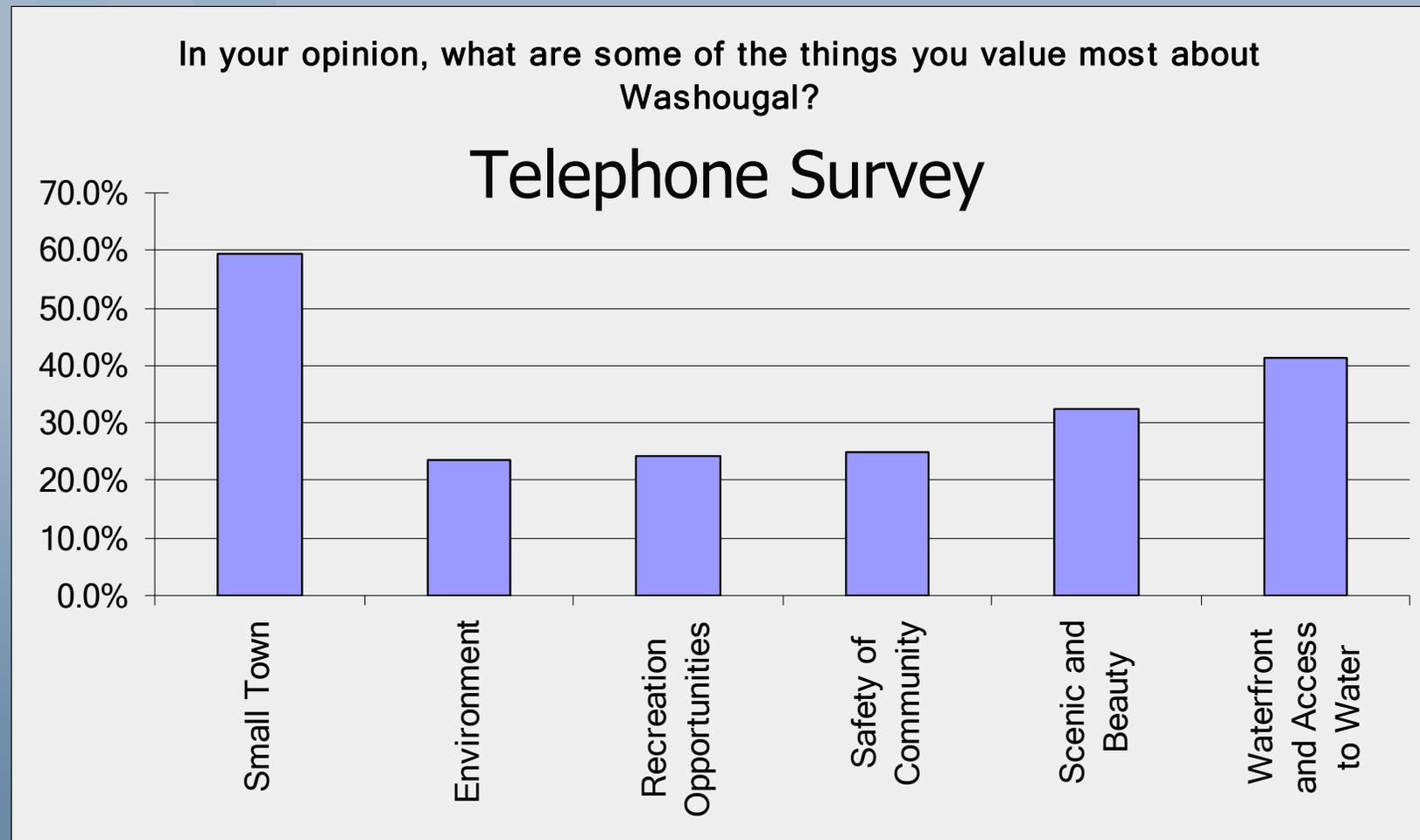


# What citizens value most



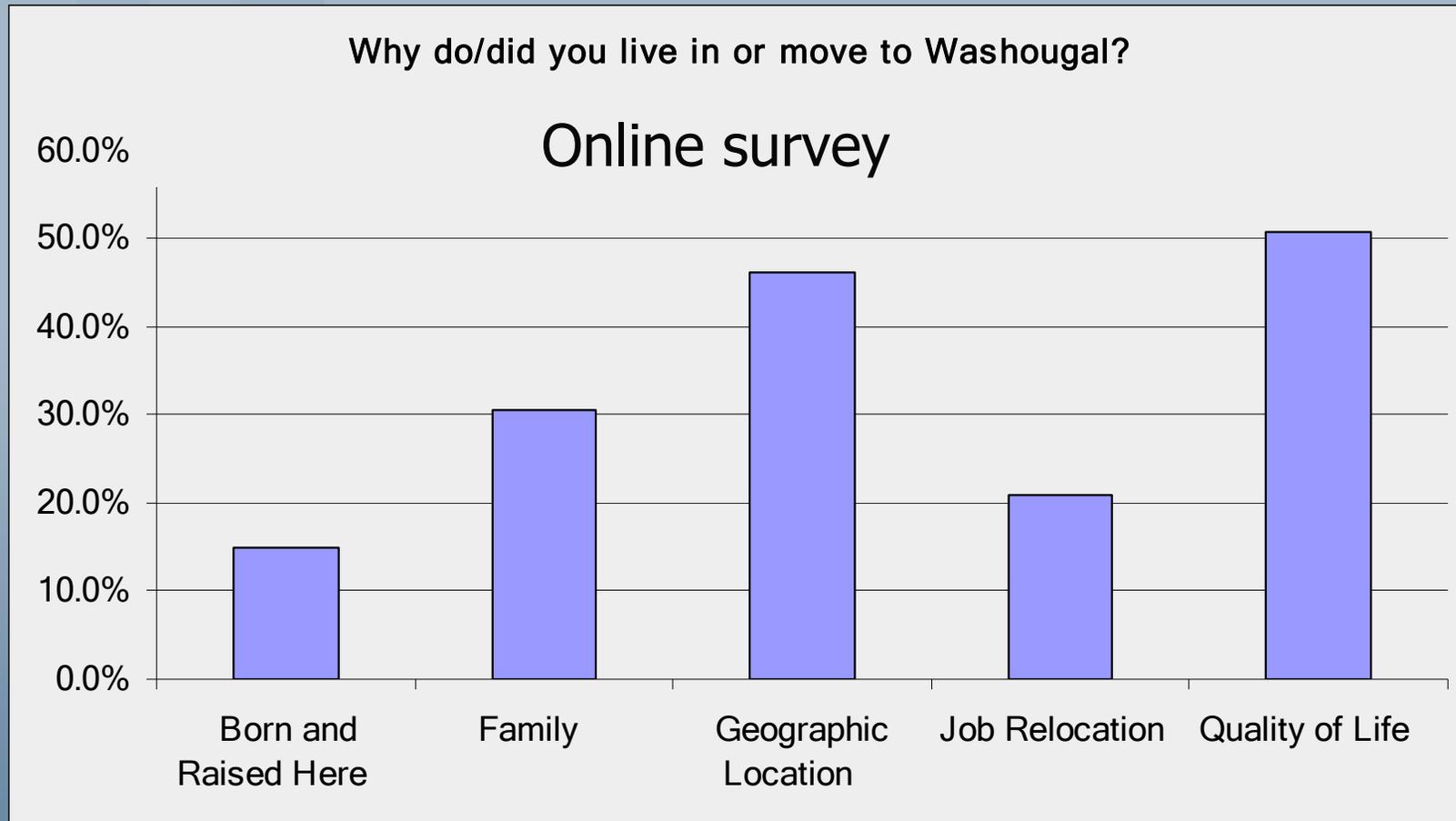


# What citizens value most



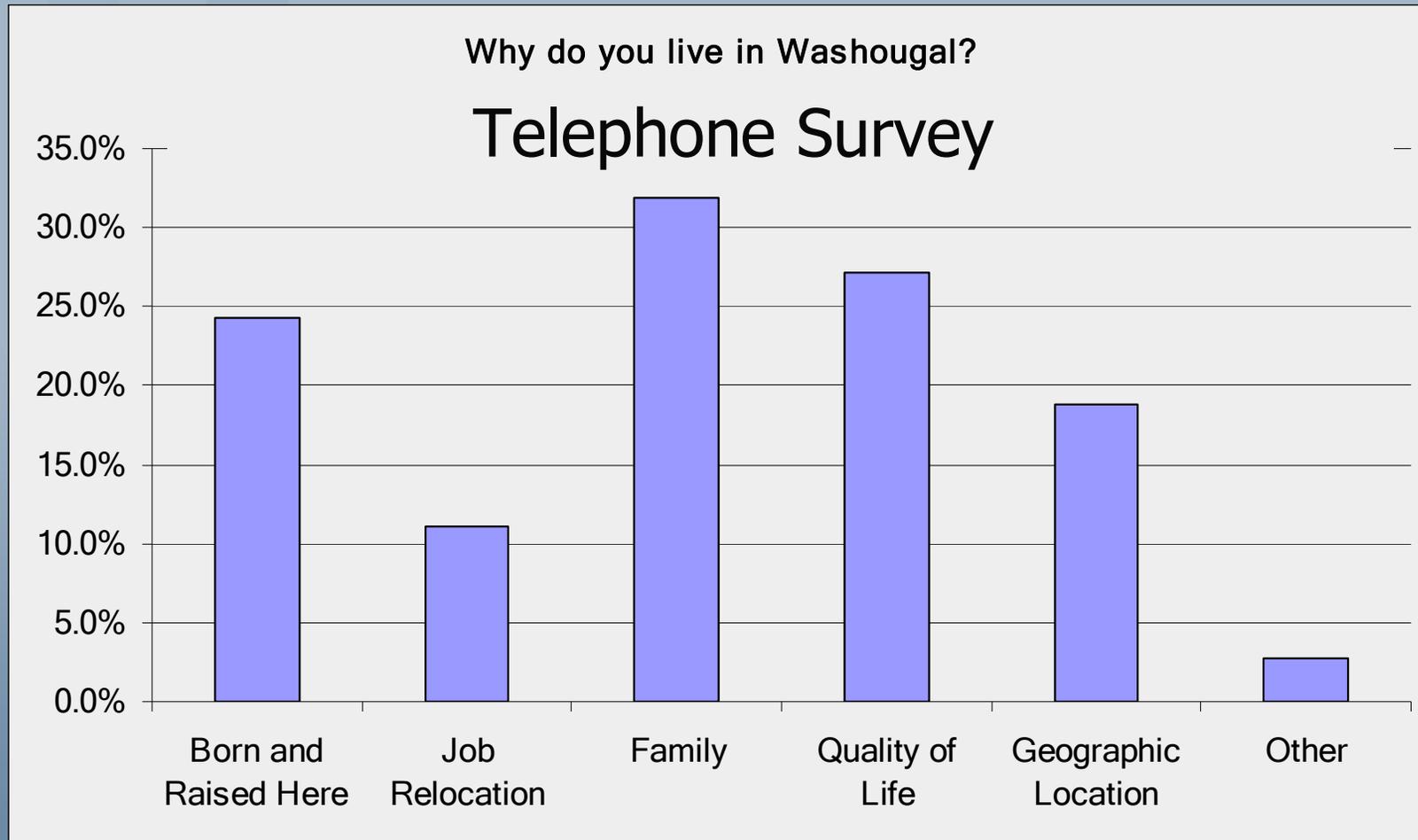


# Why citizens live here





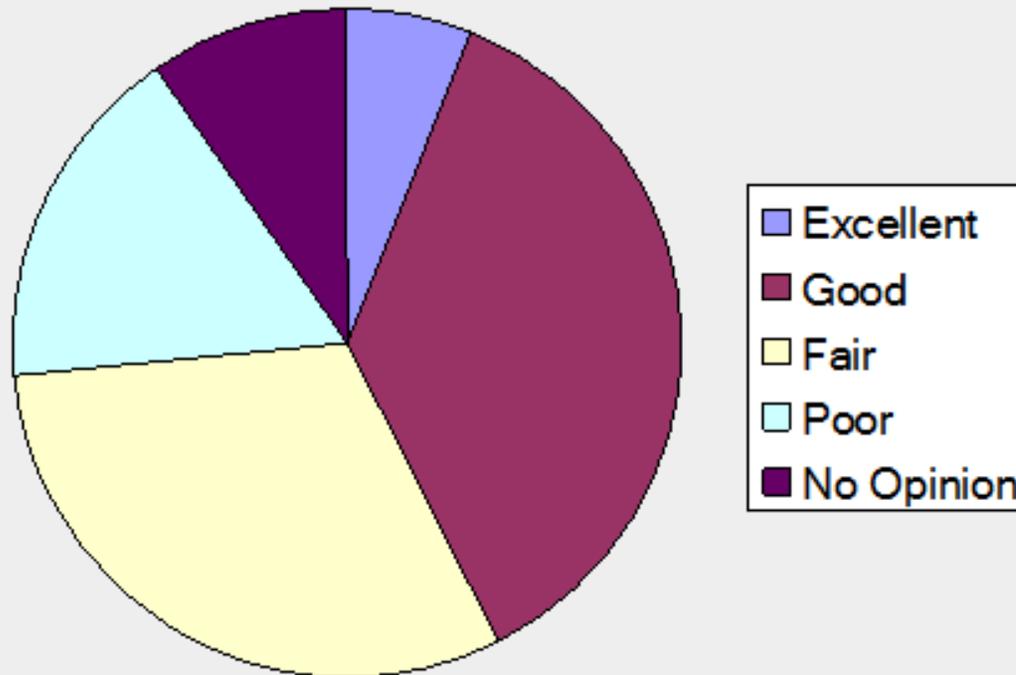
# Why citizens live here





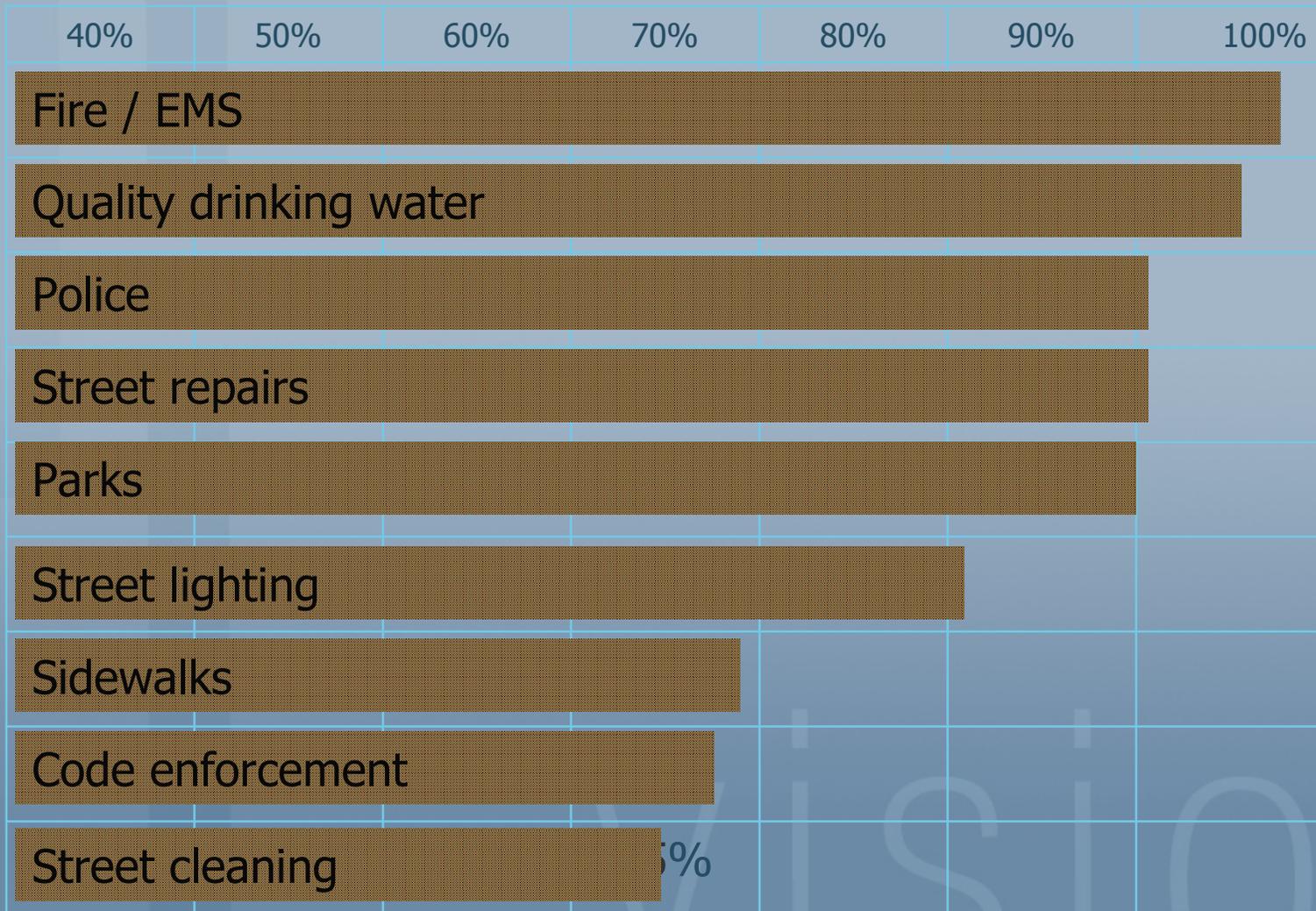
# Decision making opportunities

**How would you rate the city's performance in providing residents the opportunity to be involved in decisions that affect city government?**





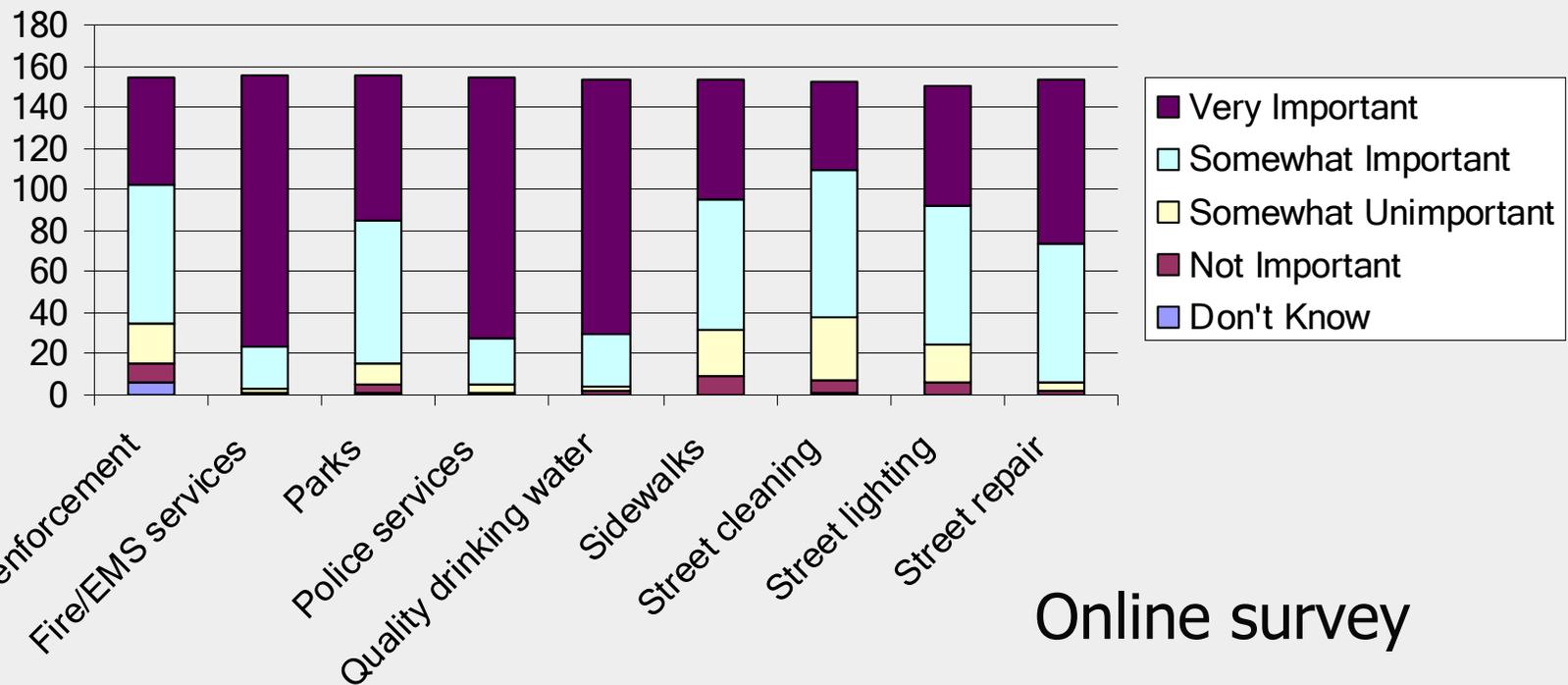
# Importance of Services (Very Important / Somewhat Important)





# Importance of services

Please rate the importance of the following services in Washougal:



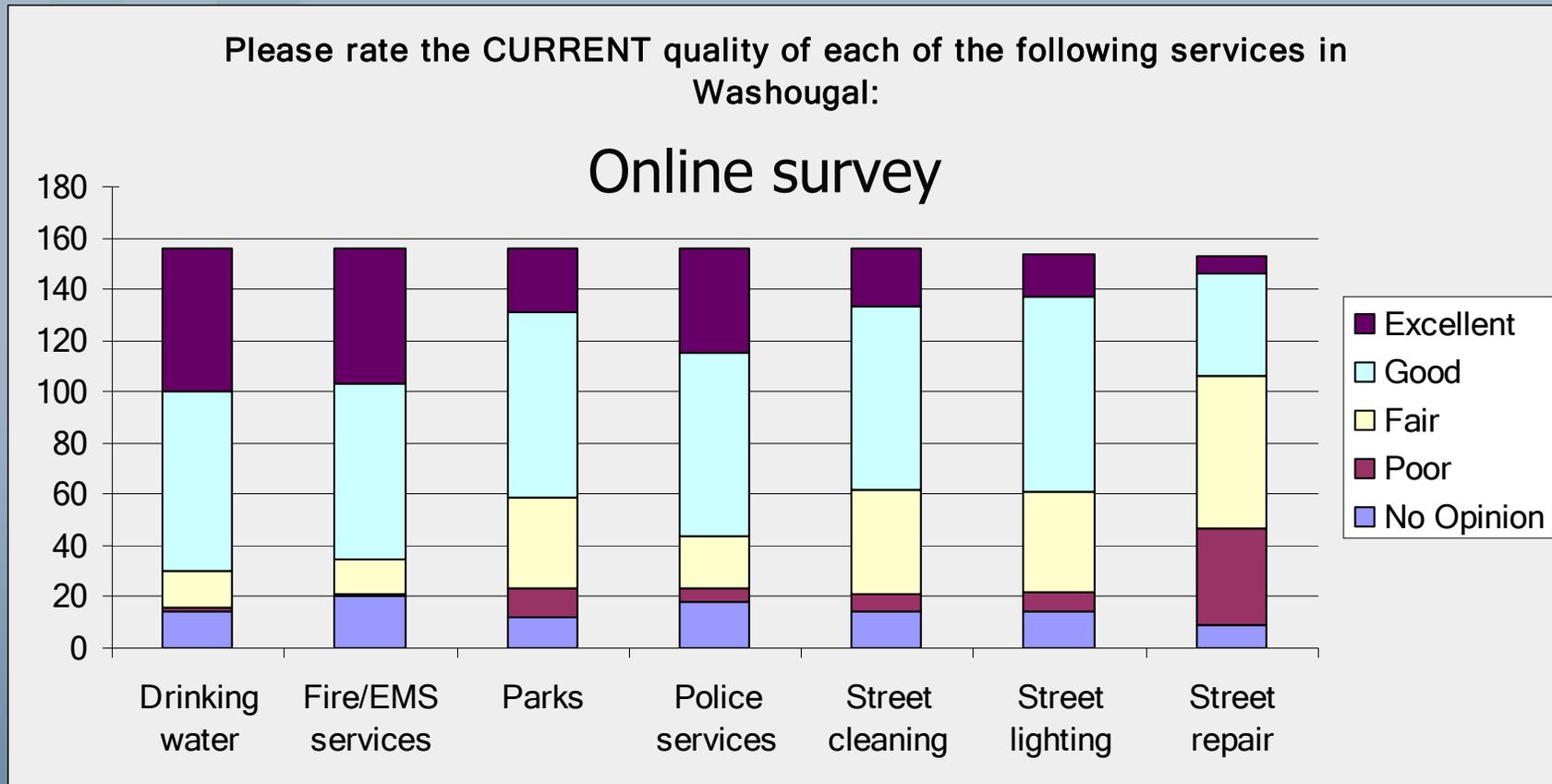
Online survey



# Quality of services

Please rate the CURRENT quality of each of the following services in Washougal:

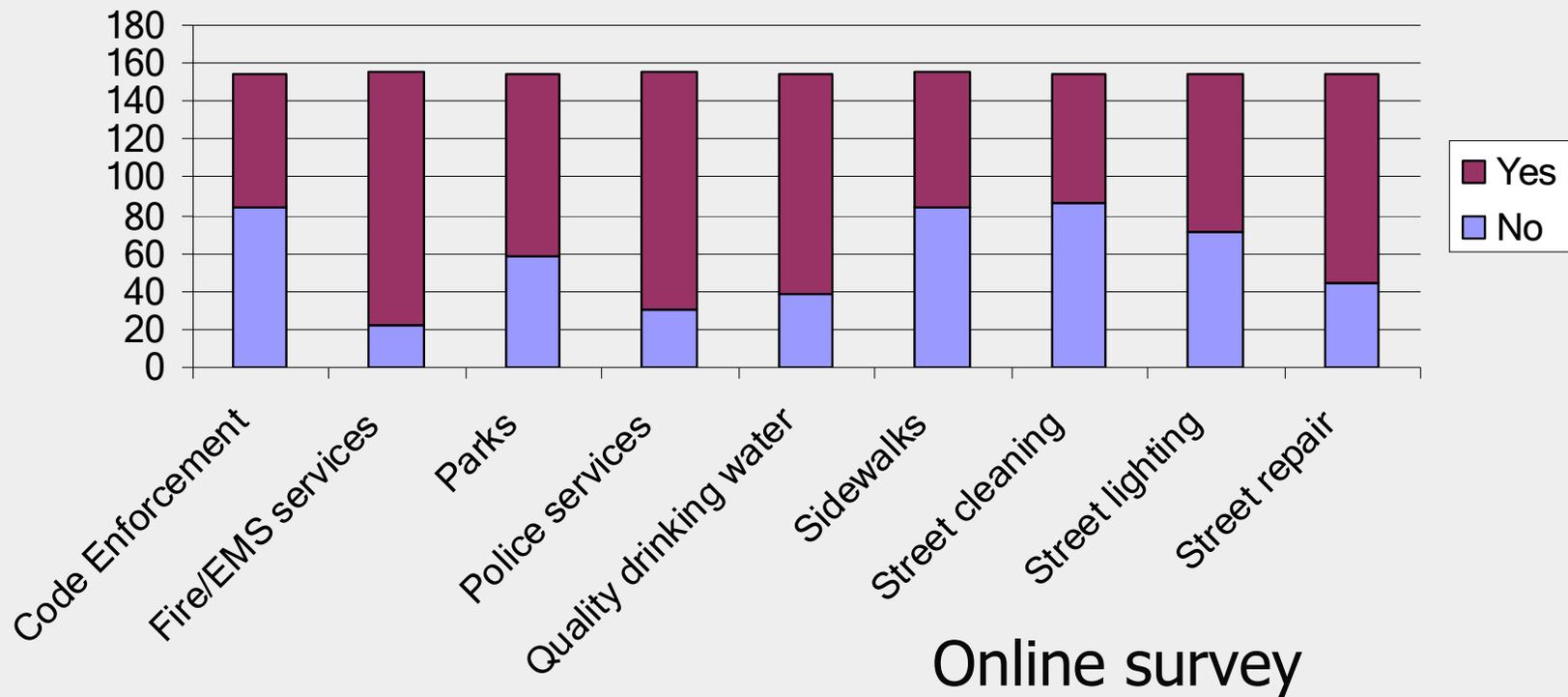
## Online survey





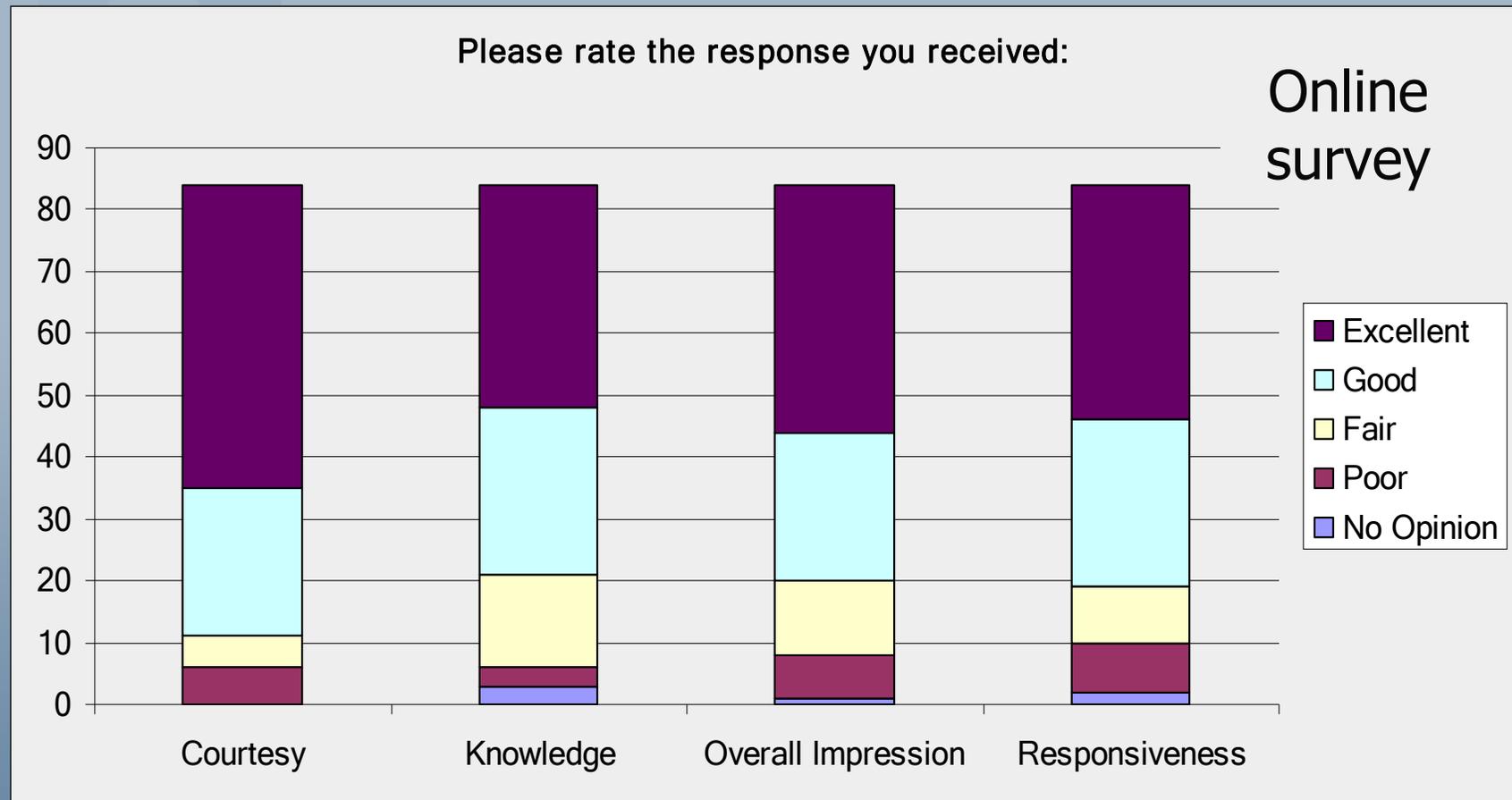
# Paying for services

Are you willing to pay for the services identified above through taxes or alternative financing partnerships with the city?





# Contact with City Staff

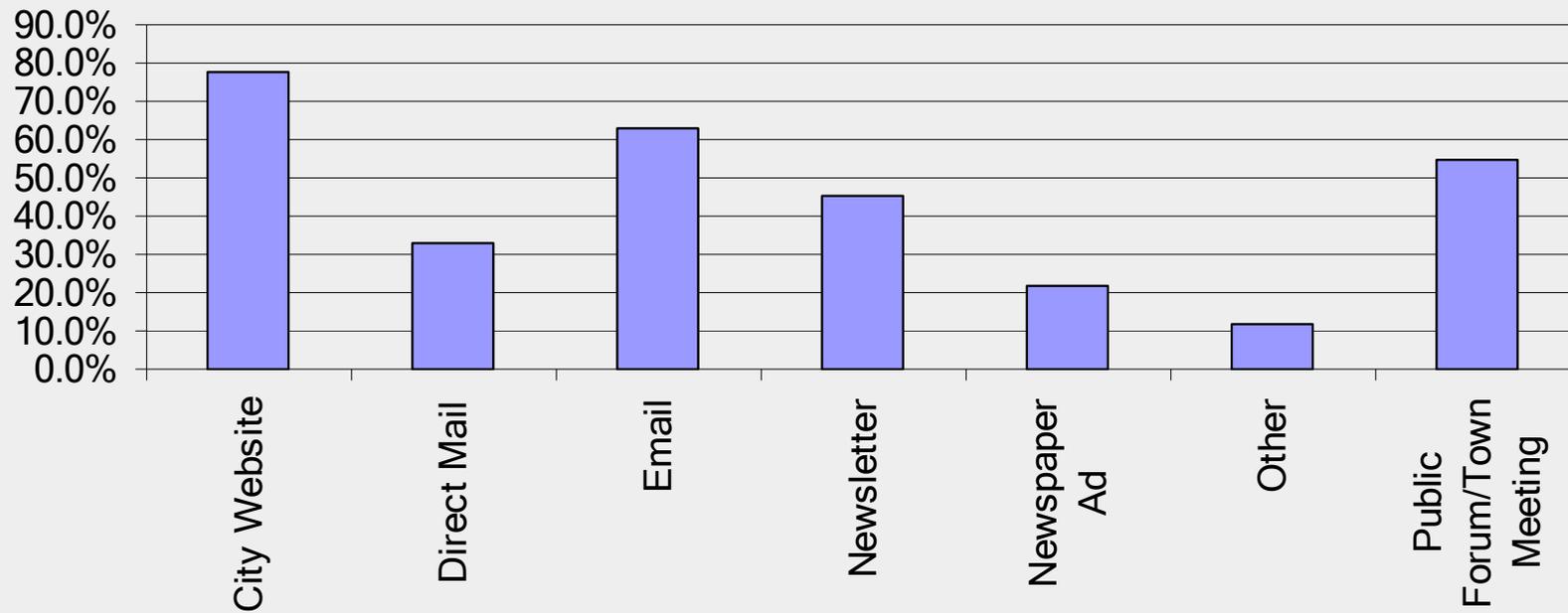




# Staying informed

In your opinion, what are some preferred ways the city of Washougal could do a better job of keeping its citizens informed (check all that apply)?

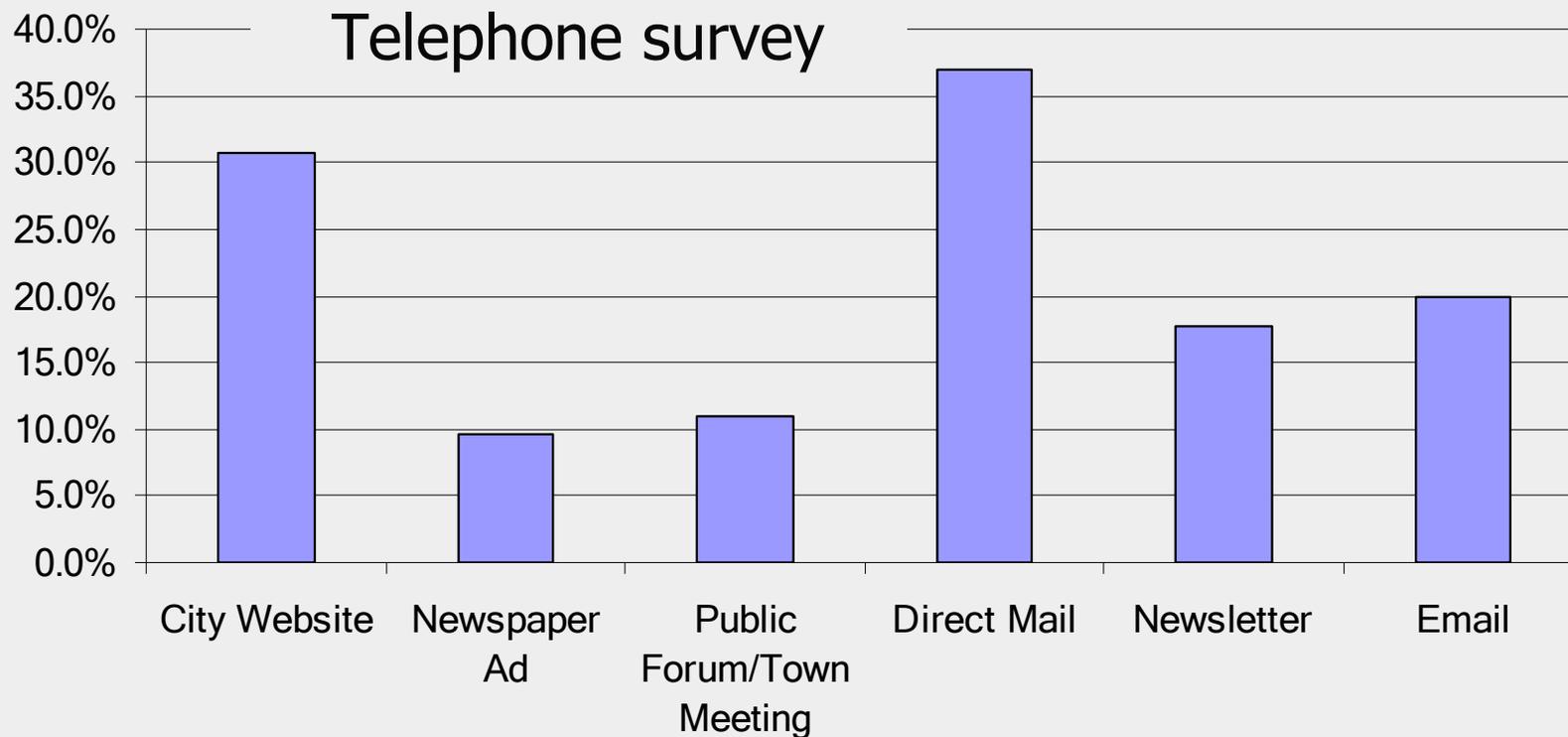
Online survey





# Staying informed

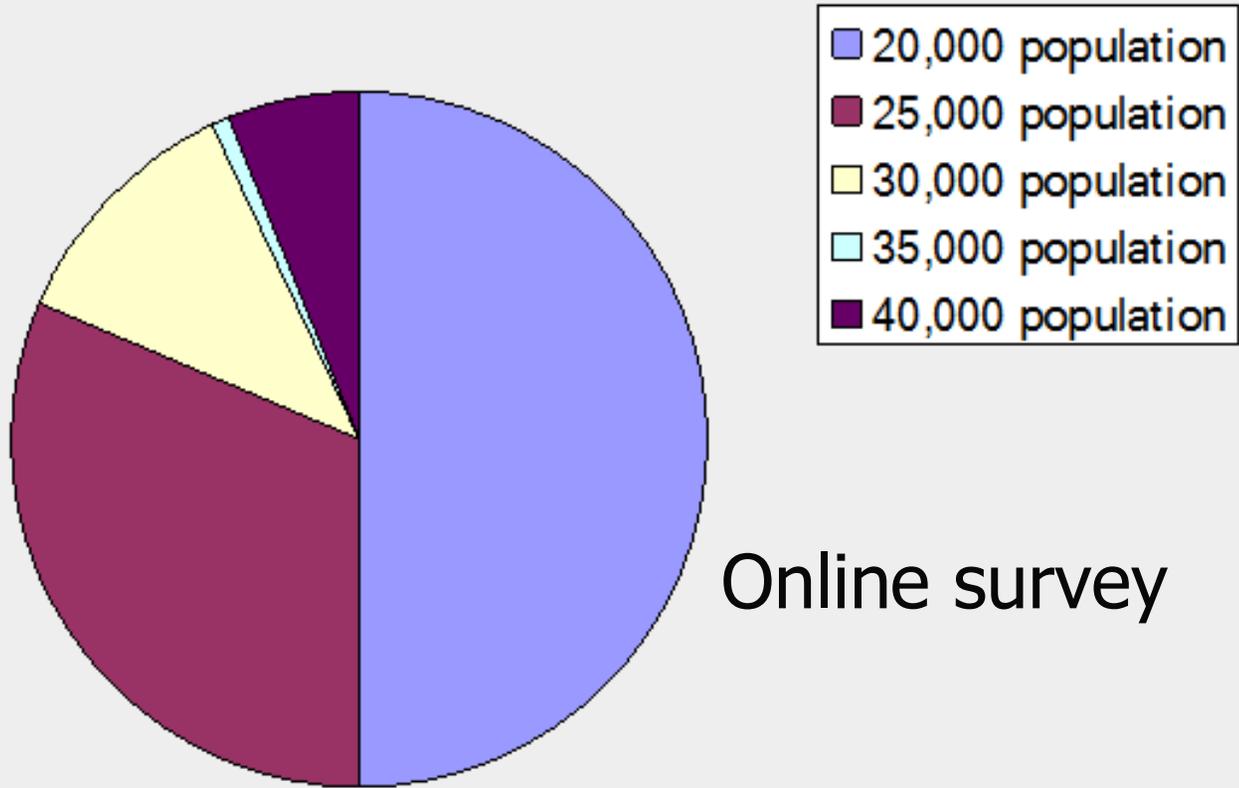
In your opinion, what are some preferred ways the City of Washougal could do a better job of keeping its citizens informed?





# How big should we grow?

In your opinion, how big should Washougal grow\* (current population is 14,210)? \*Some studies suggest that 2/3 of population growth is our children and grandchildren.

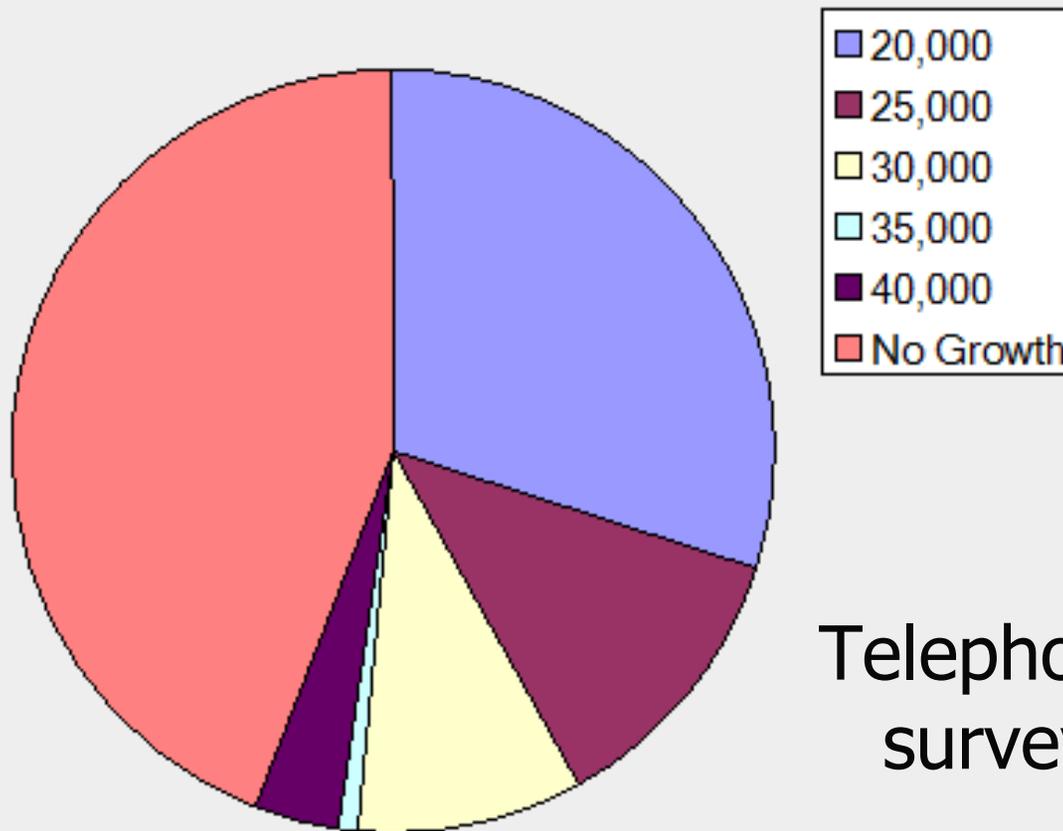


Online survey

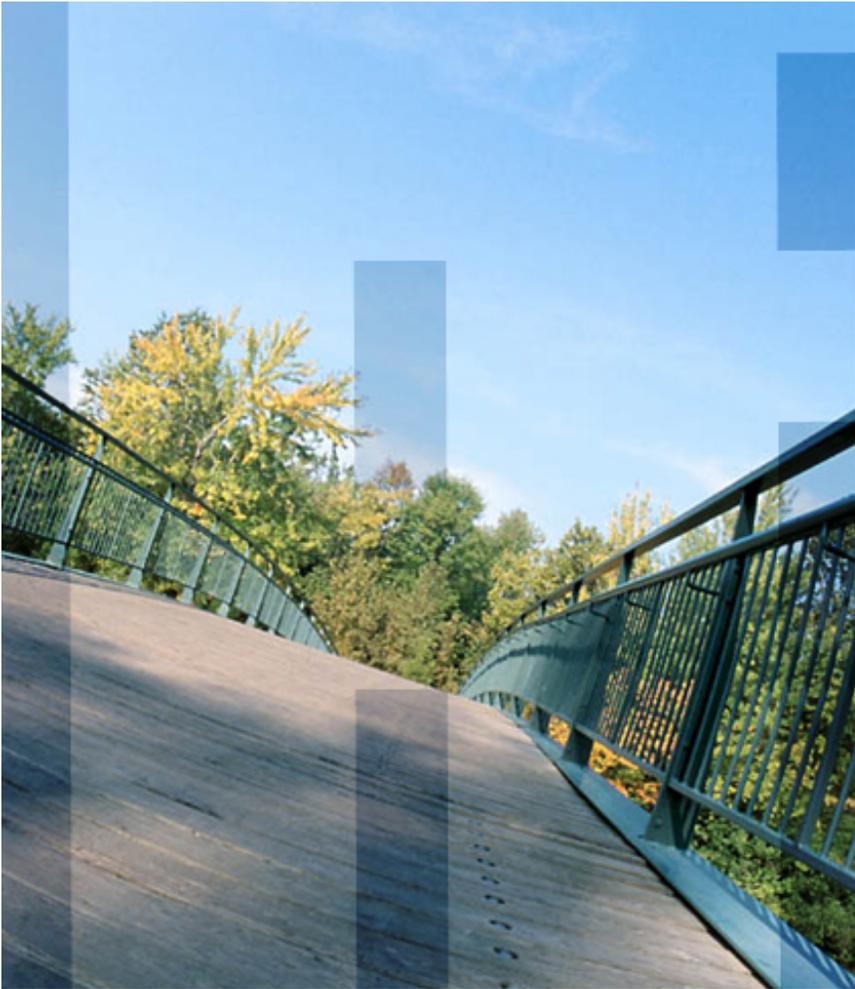


# How big should we grow?

In your opinion, how big should the population of Washougal grow?



Telephone  
survey



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# COMMENTS



# Top comments received

- Commercial and Economic Development
- Jobs
- Transportation
- Parks and Trails
- Downtown Revitalization
- Police, Fire and EMS - Community Safety



# Commercial Development

- The need for more commercial development received the highest number of comments
- 83% of respondents feel that it is *very important/somewhat important* to address commercial development during the strategic planning process



# Transportation

Transportation received the second highest number of comments

- Expressed support for
  - Highway 14 improvements,
  - Second railroad overpass,
  - Interchange at 27<sup>th</sup> Street and 32<sup>nd</sup> Street intersection
- 96% of the respondents feel that street repair is *very important/somewhat important*
- 70% of the respondents feel that transportation is *very important/somewhat important* to address during the strategic planning process
- Only 31% of the respondents felt that our current quality of street repair is *excellent or good*



# Parks and trails

Parks and trails received the third highest number of comments

- 90% feel park services are *important/somewhat important*
- 86% indicated that park services are *very important/somewhat important* to address in the strategic planning process
- 35% said that recreational opportunities are something they value about Washougal
- 62% felt that the current quality of park services is *excellent/good*
- 62% are willing to help pay for park services through taxes or alternative financing partnerships with the city



# Downtown revitalization

- Downtown revitalization received the fourth highest number of comments
- 75% of respondents feel that downtown revitalization is *very important/somewhat important* to address during the strategic planning process



# Police, fire, EMS

## Citizens are concerned with city-wide public safety

- 98% (Fire/EMS) and 96% (Police) of respondents indicate that police/fire/EMS services are *very important/somewhat important*
- 86% (Fire/EMS) and 81% (Police) of respondents indicate that they are willing to pay for these services through taxes or alternative financing partnerships with the city
- 78% (Fire/EMS) and 72% (Police) of the respondents indicate the current quality of these services as *excellent/good*
- 92% of the respondents feel that it is *very important/somewhat important* to address public safety during the strategic planning process
- 54% of the respondents identified public safety as one of the things they value most about Washougal



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# OTHER COMMENTS



# Additional subjects

- Community Activities/Events
- Aesthetics of Community
- Impact Fees
- Library
- Senior Citizens
- Sidewalks
- Tourism
- Utility Rates
- Youth
- Growth
- Citizen Communications



# Expressed interest

- Community's desire for community activities and special events
- Aesthetics – dilapidated buildings and challenge making Washougal attractive to business
- Impact fees for new growth should be higher
- The fees assessed to developers have not adequately addressed city services and roads
- A better and larger library is needed
- Senior citizens – senior housing, hospital
- Sidewalks needed to all schools and connected throughout town



# More comments

- Tourism – seek out tourism opportunities
- Utility Rates
  - Should be raised for those using water
  - Rates increased annually rather than increase by a large jump
  - Cost too high
  - Bill people on fixed incomes for usage rather than a flat fee
- Youth activities – nothing for kids to do in community
- Jobs



# Business & industry comments

- Business Association needed (location specific – downtown, E Street, Industrial Park)
- Economy has hit the majority of businesses hard
- Signage needed directly to downtown businesses
- Website usability/functionality – ability to use city website to advertise or link
- Grand opening, ribbon cutting after infrastructure improvements on E Street
- Monthly newsletter (business and public/electronic version)



# SPAC Schedule & Timeline

## March 22<sup>nd</sup>

- Review Operating Principles
- Overview of Strategic Plan Process
- Public Engagement Campaign Feedback & Data
- Draft Mission Statement

## April 5<sup>th</sup>

- Financial Overview w/ Finance Director (Jennifer Forsberg)
- Mission Statement Discussion

## April 19<sup>th</sup>

- Finalize Mission Statement
- Community Values Discussion
- Provide Draft Strength/Weakness/Opportunity/Challenges (SWOC)  
Electronic Feedback on SWOC Analysis  
April 20<sup>th</sup>-June 1st

## June 7<sup>th</sup>

- Discuss & Revise SWOC Analysis
- Finalize Community Values

## June 21<sup>st</sup>

- Finalize SWOC
- Introduce Vision (Brainstorm)

## July 19<sup>th</sup>

- Review & Discuss Draft Vision Statement
- Introduce Strategic Priorities

## Late July or early August

- Joint Workshop with City Council with update on SPAC's work to date, including Mission, Values, SWOC and Vision

## August 2<sup>nd</sup>

- Strategic Goals

## August 16<sup>th</sup>

- Strategic Goals (Finalize)

## September 20<sup>th</sup>

- Review Draft Strategic Plan

## October

- City Council Adoption



# Staff contact information

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