



Next Ord: 2012-22
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**CITY COUNCIL STRATEGIC PLANNING SPECIAL MEETING
AGENDA**

June 29, 2022

**6:00pm via ZOOM and IN PERSON
Sedro-Woolley Municipal Building
Council Chambers
325 Metcalf Street**

a. New Business

1. City Council Strategic Planning

Next Meeting(s) July 13th, 2022

Topic: Sedro-Woolley City Council Study Session
Time: 6:00 PM to 8:00 PM

Join Zoom Meeting

<https://zoom.us/j/9178585U179Powd=Vys0Y29XalZmOTRmem1BM2txVDIUQT09>

Meeting ID: 917 8685 0179

Passcode: 091845

OR One tap mobile

+12532158782,,91786850179#,,,,,0#,,091845# US (Tacoma)

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OR Dial by your location

+1 253 215 8782 US (Tacoma)

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Meeting ID: 917 8685 0179

Passcode: 091845



Agenda
Item No. _____
Date: June 29, 2022
Subject: City Council Strategic Planning

FROM:

Charlie Bush, City Administrator

RECOMMENDED ACTION:

This item is for discussion.

ISSUE:

What goals should the City Council set for the 2023-2024 budget in the areas of Economic/Business Development, Parks and Recreation, and Housing?

BACKGROUND/SUMMARY INFORMATION:

The City Council held a strategic planning session on April 29th and had a follow-up discussion on June 1st. The Council decided to hold a special meeting on June 29th to focus on setting goals for the 2023-24 budget related to three areas:

- Economic Development/Business Development
- Parks and Recreation
- Housing

The agenda item from the 6/1 meeting, which includes consultant Paul Horton's notes and recommendations, is attached as reference for this Council discussion.

City Administration, Planning/Building, and Public Works staff will be attending the meeting to answer questions and otherwise provide support for the Council's deliberations in these areas.

Staff's recommendation is that the Council work to refine a goal for each of these areas as an outcome for this meeting. Staff can then design a work plan for each goal, including cost information, and report back to Council. Council would then be in a position to have any final deliberations on the goals prior to adopting them. Staff would then work the goals and the associated work plans into the 23-24 budget and provide periodic reporting on progress towards those goals as the 23-24 budget is implemented.

FISCAL IMPACT, IF APPROPRIATE:

Goal setting itself does not have financial implications. Implementing the goals likely will have financial implications. Staff will be available to help provide some ballpark information and will refine that information at a later stage of this process.

ATTACHMENTS:

1. Agenda Memo and Attachments from 6/1 City Council Meeting



Agenda
Item No. _____
Date: June 1, 2022
Subject: City Council Strategic Planning Session
Follow-Up and Next Steps

FROM:

Charlie Bush, City Administrator

RECOMMENDED ACTION:

This item is for discussion.

ISSUE:

The City Council conducted a Strategic Planning Session on April 29, 2022. This is a follow-up session to further define goals to be supported in the 2023-24 budget.

BACKGROUND/SUMMARY INFORMATION:

The Council identified several areas of emphasis in the prior session. The next step is to reduce their number to 2-3 and to further define those areas into clearly worded goals. As a part of his work for the City, Consultant Paul Horton summarized activities from the Council's strategic planning session and organized a suggested list of next steps for the Council to further define its goals. Policy questions for this discussion are:

- 1) Is the Council comfortable reducing the number of goal areas at this stage of the process?
- 2) Is the Council supportive of continuing with Mr. Horton's recommendations for better defining the Council's goals?
- 3) If so, is the Council ready to form into work groups to further define the areas and recommend a goal(s) for each? Are Councilors ready to commit to a date to return to the full Council to discuss progress in each area?

FISCAL IMPACT, IF APPROPRIATE:

None for this discussion. Once the Council settles upon specific goals, we will be in a position to better determine the fiscal impacts of realizing those goals.

ATTACHMENTS:

1. 4/29 Strategic Planning Session Summary Notes
2. City Council Strategic Planning Recommended Next Steps

Notes from City of Sedro-Woolley City Council Retreat April 29, 2022

System Level (boundaries)

- Geographic boundary (land-locked; limit to where new housing can be accommodated; limit to how much light industrial commercial land)
- Public services (police, fire, wastewater, planning, public works)
- Rec activities for youth (playfields & future parks)
- Impact fees and growth affect schools (infrastructure) – the city doesn't have control over what the district does
- Finance

Question: Bring on a social worker?

Success Level

MISSION: to provide services and opportunities to create a community where people choose to live, work and play.

VISION: Sedro-Woolley is a friendly City that is characterized by City government and citizens working together to achieve a prosperous, vibrant and safe community.

POSSIBLE STRATEGIC GOALS (see raw notes below)

Possible Business/Economic Development Related Goals

A diverse array of new businesses (including cutting-edge technology companies) chooses to locate in Sedro-Woolley and are providing high-quality jobs for residents

The downtown business district is thriving and appealing (commercial space is fully utilized)

The tax commercial tax base is sustainable (it generates adequate revenue to support the City's other goals: parks/recreation/safety/etc.)

Sedro-Woolley is a largely self-sustaining community, where residents work, shop and recreate here without going to nearby cities

Possible Safety/Improve Public Safety Related Goals

Sedro-Woolley is a safe community for children & families (where crime, drug use, and homelessness are rare)

The police and fire departments are fully staffed and trained.

Community Related Goals

Sedro-Woolley is a happy, healthy, safe community, with abundant high-quality jobs, a diverse array of housing, and many parks and amenities

Sedro-Woolley embraces diversity while also celebrating its unique history and character [This feels more like a value to me]

Community Input Related Goals

A strong relationship based in shared goals and values exists between City government and Sedro-Woolley residents

Small government / Streamline Government Related Goals

City government is streamlined and highly efficient

Recreation Related Goals

The community is active and engaged with one another in parks and through play

Housing/Housing Availability/Diversified Housing Related Goals

All levels of income can find safe and affordable housing in Sedro-Woolley

Sedro-Woolley has within in a range of housing options for all residents (upper, medium, low and supportive housing)

Other Possible Goals

- No blighted properties (leads to greater pride in community)

STRATEGY LEVEL (Actions)

POSSIBLE ACTIONS (ways to achieve the goals)

Possible ways to work towards achieving the Business/Economic Development related goals

- Build strong relationships with business and schools (in a way that the community supports each agency and sees us as “whole” / and each as important to our success)

Possible ways to work towards achieving the Safety/Improve Public Safety related goals

- Hire and train additional officers
- Create a community crime watch
- Bring back mental hospital

Possible ways to work towards achieving the Community/Community Input related goals

- Use technology effectively to bring people together (interactive communication)
- Communicate directly and promptly

- Be responsive to residents

RAW NOTES FROM THE 'SUCCESS' PORTION OF THE RETREAT

Business (vibrant business community)

General

- Support economic development
- Building strong relationships with business and schools in a way that the community supports each agency and sees us as “whole” / and each as important to our success
- A place where businesses feel supported and encouraged
- Attract visitors
- No vacant businesses
- Tons of new successful businesses
- New cutting-edge businesses
- We would continue to attract those businesses that are cutting edge technology and, in the process, provide jobs that keep citizens here
- Business downtown is thriving and appealing
- Vibrant central business district
- Vibrant downtown
- Full business capacity: 1. Commercial space is utilized, 2. Citizens can get what they need locally
- Self-sustaining community – residents work, shop and recreate in S-W, without going to nearby cities

Other

- Swift Center vision realized
- Swift Center is booming (providing living-wage or better jobs)
- Created jobs

Finance

Strong tax base

- Strong local commercial tax base
- Sales tax revenue to support budget

Sustainable budget

- Budget – self-sustainability
- Sustainable budget

Other

- Adequate staffing

Safety (Improve public safety / safe community for children & families)

Policing & fire

- Fully staffed police and fire departments
- Community safety: 1. Fast and trained police response, 2/ community crime watch, 3. Community watch (getting citizens engaged with police and the city)

Other

- Safe community for children & families
- Little to no drugs
- Little or no homelessness
- Bring back mental hospital

Community Input

- Happy, healthy, safe community (jobs, housing, parks, amenities – quality of life)
- Embracing diversity – still appreciating our culture but celebrating others
- Stay true to our values
- Strong relationship between city and citizens: sharing vision for city and...
- A government that is great at communicating directly and promptly
- A body that comes together on ideas and policy for clear goals
- A governing body that is supportive and able (people who listen and do)
- For governing body to use technology to bring us together. Create interactive communication.
- No blighted properties (leads to greater pride in community)

Small government / Streamline government (less is more)

- Eliminate city government
- Simplified govt/city
- Encourage government efficiency
- Streamline government (improved support for departments)

Recreation

- Facilities (recreation & indoor sports)
- Active park use: 1. Parks are full with activities and games, 2. Community is engaged with each other through play

Housing (housing availability; diversified housing)

- Housing availability at all housing levels
- Well-rounded housing availability
- Housing availability: 1. All levels of income can find housing to live in S-W, 2. Generational housing (parents, children, grandchildren)
- Diversified housing (upper, medium and supportive housing)

CITY OF SEDRO-WOOLLEY CITY COUNCIL STRATEGIC PLANNING

STRATEGIC, LONG-RANGE GOALS HOMEWORK!

OVERALL GOAL: Get to no more than 5 strategic, long-range goals that meet the criteria described in the subsequent slides



INSTRUCTIONS

1. STEP 1: Form into groups of 3-4, each one to focus on two or three of the 3 goal categories.
2. STEP 2: Each group schedules a time (or times, as needed) to meet for 1-1.5 hours. During the meeting(s),
 - a. Assign a note taker for each group
 - b. Review the first draft Strategic Goal and the Raw notes from the Success portion of the retreat related to that goal
 - c. Consider the criteria outlined in slides 3-7
 - d. Try draft new strategic, long-range goals. (NOTE: See slides 7-9 for examples of well-crafted strategic, long-range goals)
 - e. Depending on time, move on to the next goal
3. STEP 3: Capture the results of your meeting in a shared Google Doc.
 - In addition to the newly worded goal, share your thinking on how you got to this goal. Are there any tensions? Any trade offs?. Note that eliminating a goal, or combining one goal with another, are options. Again, in such cases, share your thinking/logic.

CRITERIA FOR EVALUATING GOALS

Does it meet all 4 of the tests for whether a goal is in fact strategic?

- 1. Is it clear and compelling?** (Is it aspirational? Does it stretch your sense of what is currently considered possible?)
- 2. Does it provide direction in terms of knowing when you've achieved your goal?** (Does it describe a clear, beneficial end point?)
- 3. Can it be achieved in 1 to 3 years?** (If so, it's probably not a BHAG/strategic, long-range goal)
- 4. Does it describe or strongly suggest a particular solution?** (If so, it is probably too specific)

Avoid words along the lines of *Grow, Improve, Increase, or Expand* because:

- they are not clear (they are vague)
 - they are not compelling (they do not stretch our sense of what's currently considered possible)
 - they do not provide direction in terms of knowing when you've achieved the goal (they don't describe a beneficial end point)
-
- Also avoid using the word *Ensure* (e.g. Ensure everyone has...). Better to just say *Everyone has...* because this does a better job of describe the beneficial end point)

Avoid words along the lines of *Build, Provide, Create, or Promote* because:

- they suggest specific solutions or things that one would 'do' in order to achieve a goal; such things belong at the Actions Level of the 5-level model and are too specific for the Success Level

Example phrasings to avoid:

- Create a new task force
- Promote (a particular program or approach)
- Provide creative and innovative ideas for all residents
- Build resilience to create positive and supportive communities

Be sure to consider what is the end goal (what would success look like once you've provided the ideas?)

Again, try and describe the end state (what does success look like?).

Examples of strategic, long-range goals

Transit agency

- All riders, funders, planners, and providers are actively working together to achieve the vision
- Riders schedule, pay for, and access transportation services in one place
- Existing and new funding streams are coordinated to provide seamless services for all those with transportation challenges.
- Everyone is aware of their transportation options and uses them.

Note from Paul H - *In other words, once the goals have been achieved, 100% active collaboration of the key parties, one place to schedule, pay for, and access services, 100% of funding streams coordinated, etc.*

Examples of strategic, long-range goals

City of Lacey, WA – Homelessness Response Plan

- Safe and affordable shelter options should be available to anyone that is unsheltered, AND safe and affordable housing solutions are available to all.
- Services and resources are seamless, streamlined, easy to access, trauma informed, and tailored to the individual person experiencing homelessness.
- Robust prevention & early intervention strategies complement other strategies to reduce longer term and chronic homelessness.
- All services offered in Lacey are highly collaborative and connected, making the most efficient and effective use of available resources toward achieving all other local goals on homelessness.
- The community is educated about homelessness - causes, how to make meaningful difference, and what the City of Lacey and partners are doing to address it.
- Ensure the community is a safe, clean, and inviting environment for all who live, work and play here.

Success
level

Resident Services DRAFT Strategic, Long-Range Goals

1. No one is evicted or loses housing
2. Resident Services is the best in the nation in terms of providing services to residents regardless of race, gender, religion, language, etc.
3. Residents are stable (including financially), self-sufficient, and feel a sense of stability and agency over their lives
4. Residents are informed about and have equitable access to high-quality services and resources to meet their basic needs
5. All residents are engaged, empowered, and motivated
6. Resident Services operates with the highest level of professionalism, integrity, and efficiency
7. Resident Services is seen as premier partner to other community agencies on all things related to housing stability
8. Resident Services operates as the internal resource hub for experiences and opportunities for residents
9. Resident Services operates in a highly collaborative manner both internally and externally
10. Communities where our residents live are safe, healthy, and thriving