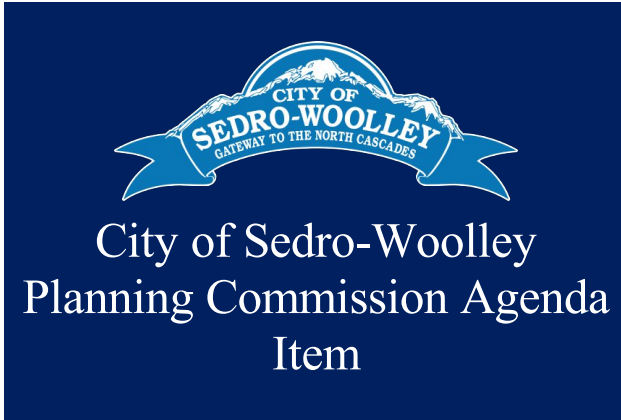


Next Ord: 2045-23  
Next Res: 1120-23

**STRATEGIC PLANNING COMMITTEE  
AGENDA  
March 1, 2023  
5:00pm  
Sedro-Woolley Municipal Building  
City Council Chambers  
325 Metcalf St**

1. Changes to the Agenda
2. Discussion of the Purpose of the Committee
3. 2023 Strategic Planning Calendar
4. Briefing on Departmental Operating Plans
5. Discussion of Quarterly Reporting on Strategic Plan Results
6. Discuss Agenda Items for Next Meeting (5/24)

**Next Meeting: City Council Meeting March 8th, 2023**



Agenda  
Item No.

Date: March 1, 2023

Subject: Changes to the Agenda

**FROM:**

Charlie Bush, City Administrator

**RECOMMENDED ACTION:**

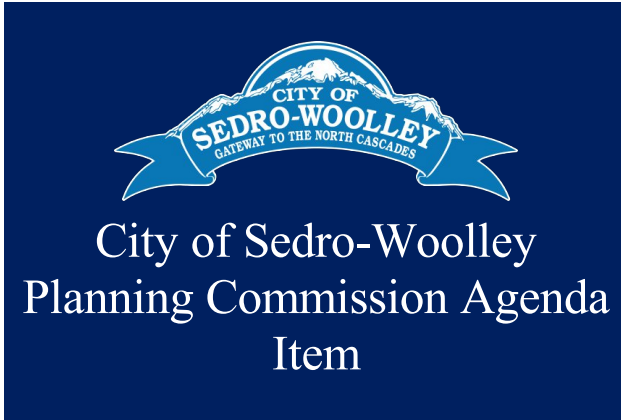
**ISSUE:**

This is an opportunity to make changes to the agenda for this meeting.

**BACKGROUND/SUMMARY INFORMATION:**

**FISCAL IMPACT, IF APPROPRIATE:**

**ATTACHMENTS:**



Agenda  
Item No. \_\_\_\_\_  
Date: March 1, 2023  
Subject: Discussion of the Purpose of the  
Committee

**FROM:**

Charlie Bush, City Administrator

**RECOMMENDED ACTION:**

N/A

**ISSUE:**

Discussion of the purpose of the committee

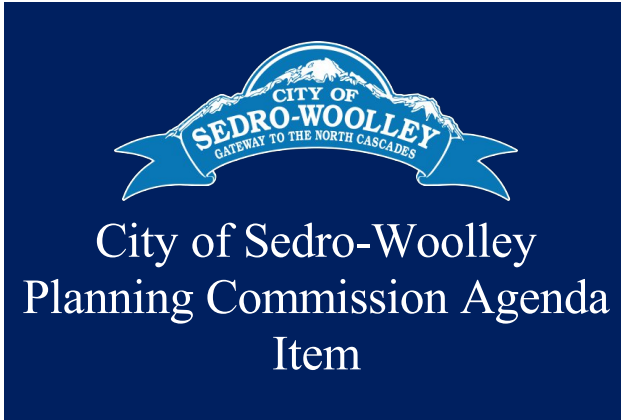
**BACKGROUND/SUMMARY INFORMATION:**

Staff requested the formation of this committee to help better align City Council goal setting processes and strategic plan reporting throughout the year. As this is the Council Committee's meeting, we can alter those topics and add new items as the Committee might wish. This is a quick check in with the Committee regarding where we go from here with our work this year.

**FISCAL IMPACT, IF APPROPRIATE:**

N/A

**ATTACHMENTS:**



Agenda  
Item No. \_\_\_\_\_  
Date: March 1, 2023  
Subject: 2023 Strategic Planning Calendar

**FROM:**

Charlie Bush, City Administrator

**RECOMMENDED ACTION:**

This item is for information and discussion.

**ISSUE:**

Coordination of reporting, implementation, and goal setting.

**BACKGROUND/SUMMARY INFORMATION:**

The attached document is a calendar showing approximate dates/times when reports, meetings, and planning activities would occur. Staff would appreciate discussion with the Committee on this topic.

**FISCAL IMPACT, IF APPROPRIATE:**

N/A

**ATTACHMENTS:**

1. 2023 Strategic Planning Calendar

## 2023 Strategic Planning Calendar

### March

- Council Strategic Planning Committee Meeting
- Plan implementation

### April

- Plan implementation and evaluation
- First quarter report to Council

### May

- Council Strategic Planning Committee Meeting
- Plan implementation

### June

- Plan implementation

### July

- Plan implementation and evaluation
- Second quarter report to Council

### August

- Plan implementation

### September

- Council Strategic Planning Committee Meeting
- Plan implementation

### October

- Plan implementation and evaluation
- Third Quarter Report to Council

### November

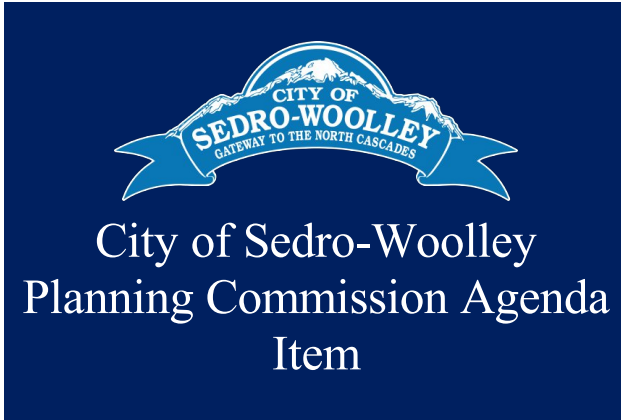
- Plan implementation

### December

- Council Strategic Planning Committee Meeting
- Plan implementation

### January 2024

- Plan implementation and evaluation
- Fourth Quarter Report to Council
- Review of Strategic Plan Goals



Agenda  
Item No. \_\_\_\_\_  
Date: March 1, 2023  
Subject: Briefing on Departmental Operating Plans

**FROM:**

Charlie Bush, City Administrator

**RECOMMENDED ACTION:**

N/A

**ISSUE:**

This is an information item. No Action is required.

**BACKGROUND/SUMMARY INFORMATION:**

The Departmental Operating Plans are included in the 2023-24 City budget approved by the City Council in late 2022. Many of the items have points where Council direction will be needed and points of Council action. Some of the items are purely administrative (not things that would go to Council). A big goal of strategic planning in cities is to align resources to impact the overall goals established by the City Council. Many of the items on this list were generated by the Council in the initial strategic planning process.

**FISCAL IMPACT, IF APPROPRIATE:**

N/A for this document. There are fiscal impacts regarding implementation of some of the items included in the document.

**ATTACHMENTS:**

1. 2023-24 Departmental Operating Plans

# City of Sedro-Woolley 2023-24

## ***DEPARTMENT OPERATIONAL PLANS***

### Increase parks and recreation usage by residents and tourists

- Update City website and overall marketing of City parks by March 1, 2023 (Administration, Public Works, Information Technology).
- Engage the Sedro-Woolley Chamber of Commerce by April 1, 2023 to assist in additional marketing of park properties and recreation events (Administration).
- Develop new partnerships, possibly including a consultant(s) after exploration with the City Council, using American Rescue Plan Act Funds, by April 1, 2023. The goal is to recruit, plan, create, market, and support sports tournaments and other special events in Sedro-Woolley and the surrounding area. The City would use these events to build up demand for additional hotel space, leading to increased hotel/motel revenues that can sustain this program, and tourism in Sedro-Woolley, into the future (Administration, Public Works).
- Work strategically to expand outdoor recreation options in the areas around Sedro-Woolley and to better connect Sedro-Woolley to those areas. Provide an initial report to the City Council by October 1, 2023 (Administration, Public Works).
  - Olmsted Park Phase 1 Infrastructure; design 2022; construction 2023
  - Olmsted Park Phase 2 Structures; design 2022/2023; construction 2024
  - Olmsted Park Phase 3 Playground; design 2023; construction 2025
  - Memorial Park Infrastructure, Playground and Spray Park; design 2022/2023; construction 2023
  - Reed Street Park; design 2025; construction 2026
  - SR20/Cascade Trail Phase 2A Holtcamp to Hodgkin; design/ROW 2022/2023; construction 2023. Future Phase 2B Collins Rd to Holtcamp Rd ~2030.
- Further develop strategic partnerships with governments, non-profit organizations, and private businesses that can accelerate parks and recreation tourism and usage in Sedro-Woolley. Provide a report to the City Council by January 1, 2024 (Administration).
- Complete planned projects at Olmstead and Memorial Parks by January 1, 2024 (Public Works).
- Provide First Aid/CPR classes to the citizens on a quarterly basis to increase amount of trained individuals in the community. (Fire Dept.)
- Partner with Skagit County EMS and other agencies to implement AED registry by February 2024. (Fire Dept.)

### Improve the City's economy

- Conduct an economic development focus group discussion with several City Council members, business leaders, key staff, and other stakeholders by February 1, 2023.



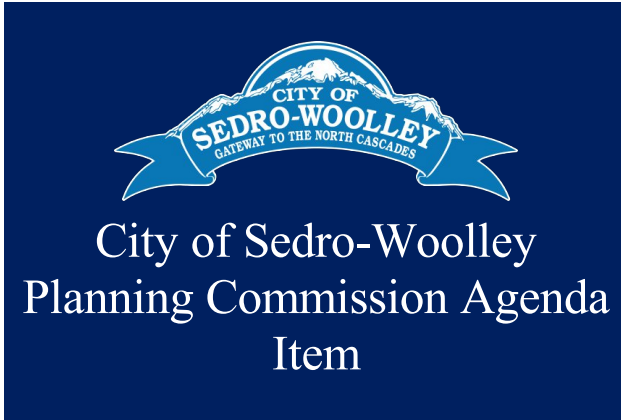
Discussions should cover the City's fees and regulatory environment, and recruitment/retention of retail, office, and industrial businesses (Administration, Planning & Building).

- Develop a draft economic development action plan by March 1, 2023 (Administration)
- Conduct a business and stakeholder review of the economic development action plan by April 1, 2023 (Administration).
- Adopt an economic development action plan by May 1, 2023 and begin implementation (Administration, and other departments TBD).
- Continue to improve public infrastructure that supports economic development and quality of life and provide regular updates to the City Council (Public Works, Planning & Building).
  - Secure funding and complete the Jones/John Liner/Trail Road Corridor projects by 2029 to support City and SWIFT Center growth (Engineering/Public Works Divisions).
    - SR9/Township & John Liner/McGarigle Intersection Project; design/ROW 2022/2023; construction 2023
    - John Liner Rd, Reed to Township Bicycle/Pedestrian Improvements project; design/ROW 2022/2023; construction 2023
    - Project C1B Jones/John Liner BNSF Undercrossing Project Phase 2; design/ROW in 2023/2024, construction 2025
    - Cook Road/South Trail Road Intersection (Roundabout) Project; design/ROW 2024/2025; construction 2026
  - Complete short-term Wastewater Treatment Plant Capacity Projects by 2025 (Engineering/WWTP Division)
    - Anoxic Tank Mixer Upgrade; design 2022/2023; construction 2023
    - Digester Aeration Upgrades – Blowers; design 2023; construction 2024
  - Long-term WWTP Capacity Improvements to support growth by 2029
    - Facilities Plan (when plant reaches 85% Capacity est. 2024/2025); begin 2024; complete 2025.
    - Plant upgrade design 2026/2027; construction 2027/2028.
- Protect commercially zoned land (Planning & Building)
- Take delivery of two new Ambulances ordered through scheduled ERR fund and outfit for service 1<sup>st</sup> Quarter 2023 (Fire Dept)
- Complete specifications and procurement process for brush truck replacement through ERR fund January 2023 with anticipated 2023 delivery. (Fire Dept)
- Complete specifications and procurement process for Fire Engine Replacement through ERR fund March 2023 with anticipated delivery by end of 2024. (Fire Dept.)
- Take delivery of two new police vehicles ordered through scheduled ERR fund and outfit for service. Estimated delivery 1<sup>st</sup> half of 2023. The same will occur in 2024. (Police)

- Complete Auto-Tagging/labeling service provided for our cloud-based evidence system for body camera videos. This will allow officers to be out more often being visible and patrolling the City, instead of having to do a time-consuming task of labeling each video recorded during their shifts. Estimated completion first quarter 2023. (Police)

Continue city's growth model where lots on the edge of town are primarily zoned single family, with missing middle housing interspersed in the primarily single-family residential zones. Future growth will be accommodated through a combination of urban growth area expansion to the north as necessary per a land capacity analysis, infill in existing residential neighborhoods and accommodating higher densities in commercial zones (where commercial is the primary use on the main floor).

- Assure that the city's zoning and development standards provide for a variety of housing types in the city and maintain development standards that assure adequate on-site parking is provided for new housing (Planning & Building).
- The county will be determining the amount of projected population growth in the county and in each jurisdiction between 2025-2045 as a part of the State GMA Comprehensive Plan updates due June 30, 2025. With the above goal in mind, coordinate with the other Skagit County jurisdictions to determine the amount of growth in Sedro-Woolley between 2025-2045 (Planning & Building).
- Perform a Land Capacity Analysis to determine the amount of available land within City Limits to accommodate the projected population growth between 2025-2045 (Planning & Building).
- Based on the amount of land available, use the above council goal to determine how much future population can be accommodated in the existing city limits and how much land needs to be added to the urban growth area to accommodate the projected population growth between 2025-2045 (Planning & Building).
- Demonstrate how much land is necessary to accommodate 20 years of growth based on the councils above growth goal and recommend that the county adjust the city UGA to meet the city's 20-year growth projections (Planning & Building).
- Update the city's zoning regulations as well as the Housing and Land Use Elements of the Comprehensive Plan as part of the 2025 updates to reflect the council's housing and land use goals and reflect the adjusted UGA boundaries (Planning & Building).



Agenda  
Item No. \_\_\_\_\_  
Date: March 1, 2023  
Subject: Discussion of Quarterly Reporting on Strategic Plan Results

**FROM:**

Charlie Bush, City Administrator

**RECOMMENDED ACTION:**

None, this is a discussion item.

**ISSUE:**

Quarterly Reporting on the City Council's strategic plan

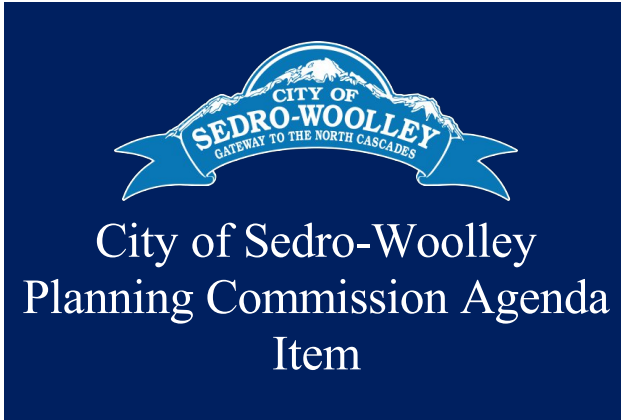
**BACKGROUND/SUMMARY INFORMATION:**

Staff will be providing the first strategic plan quarterly report to Council this spring. Staff are seeking feedback regarding what we would be most helpful to the City Council.

**FISCAL IMPACT, IF APPROPRIATE:**

N/A

**ATTACHMENTS:**



Agenda  
Item No. \_\_\_\_\_  
Date: March 1, 2023  
Subject: Discuss Agenda Items for Next Meeting  
(5/24)

**FROM:**

Charlie Bush, City Administrator

**RECOMMENDED ACTION:**

N/A

**ISSUE:**

What does the Committee want to discuss next time?

**BACKGROUND/SUMMARY INFORMATION:**

Some possible items include:

- Review of second quarter report
- Begin discussion of goal review process for 2023/24
- Other items

**FISCAL IMPACT, IF APPROPRIATE:**

N/A

**ATTACHMENTS:**