



City of Tumwater Strategic Plan 2010-2014
Achieving a Vibrant, Livable, and Sustainable Future

Public Hearing

October 6, 2009



| BERK & ASSOCIATES |

Overview: Plan Purpose

The City's Strategic Plan will:

- Establish a broad map of the City's future, identifying strengths, challenges, and opportunities and establishing a vision for the future
- Be used by the City's elected officials to manage fiscal investments, program direction, and policy objectives

The Plan has the following components:

- Vision, Mission, and Belief Statements
- Goals and Action Strategies that address city services, staffing, capital facilities and investments, and new opportunities and partnerships
- Implementation planning with priorities, timeline, and linkages between the City's annual budget and long-term plans

A related Economic Development Plan is being drafted by an appointed Economic Development Advisory Committee



PROCESS & INPUTS



- » The Strategic Plan was created by the City Council, which met 11 times
- » A joint kick-off meeting with the Planning Commission
- » A Visioning Retreat
- » Review of inputs:
 - » Economic and Demographic Profile
 - » Baseline Fiscal Analysis
 - » Fiscal Implications of Land Use Alternatives
 - » Comparative Retail Tax Base Analysis
 - » Community Open House
 - » Stakeholder Interviews
 - » Economic Development Preferences Survey
 - » Tonight's Public Hearing

Vision Statement

Tumwater of the future will be people-oriented and highly livable, with a strong economy, dynamic places, vibrant neighborhoods, a healthy natural environment, diverse and engaged residents, and a living connection to its history.

Mission Statement

In active partnership with its citizens, the City of Tumwater provides leadership and essential municipal services to cultivate a prosperous economy, a healthy natural environment, vibrant neighborhoods, and a supportive social fabric.

Belief Statement

We Believe in PEOPLE.

People. We respect the diverse citizenry that makes up the social fabric of our community and strive to meet the needs of all citizens. We value and seek to strengthen our vibrant neighborhoods, which are cornerstones of civic life and community identity. As we pursue our goals and the long-term sustainability of the City organization, we value the contributions of our staff, support their continued personal and professional growth, and act to retain their expertise for the good of the community.

Excellence. We strive for excellence and integrity in providing City services. By providing quality services, being responsible and efficient stewards of public resources, and empowering employees to achieve excellence, we continue to build public trust and encourage civic involvement.

Opportunity. We seize every opportunity to improve our community's social, environmental, and economic well-being. We endeavor to realize positive opportunities in adverse situations and periods of change.

Partnership. We work collaboratively with citizens, businesses, and community organizations. We also actively partner with other jurisdictions to address regional, state, and even broader issues.

Learning. We are a learning organization that tries to benefit from past experience, constantly seeking new ways to improve City operations and services.

Environment. We act to preserve and enhance the natural environment and the social fabric of our community.

Overview of Plan Goals

- #1 Strengthen Tumwater's Civic Society, Neighborhoods, and Residential Quality of Life**
- #2 Create Dynamic and Vibrant Places for Residents and Visitors**
- #3 Facilitate Desirable Economic Development Consistent with the Community's Vision**
- #4 Promote a Sustainable Environment and a Healthy Community**
- #5 Manage City Resources Effectively**



Goal #1

Strengthen Tumwater's Civic Society, Neighborhoods, and Residential Quality of Life

- A. Create strong mechanisms to engage, inform, and involve citizens in civic dialogue and City policy development
- B. Strengthen Tumwater's civic institutions
- C. Strengthen the identity and quality of the City's neighborhoods
- D. Continue to invest in transportation improvements throughout the City, enhancing vehicular and non-vehicular access and addressing traffic flow
- E. Advance implementation of the Park, Recreation, and Open Space Plan
- F. Preserve open space and develop public recreation uses around the Blackhills Soccer Club property and/or other southwest Tumwater properties
- G. Utilize existing and new festivals and events to foster community

KEY QUESTIONS



- » What are the most effective ways to engage citizens?
- » How can we strengthen Tumwater's neighborhood and overall quality of life?



PRIORITY



Goal #2

Create Dynamic and Vibrant Places for Residents and Visitors

- A. Encourage the dynamic utilization of the brewery property with community access to the river and integration with the larger river corridor and golf course
- B. Support the market-driven transformation Capitol Boulevard from Southgate to Town Center
- C. Support the established vision for Town Center
- D. Pursue development of the Littlerock Subarea by completing Implementation Actions from the Subarea Plan and making other investments



KEY QUESTIONS



- » How can the brewery properties, Town Center, and other opportunity sites be developed into dynamic and vibrant places?
- » How can these sites strengthen the City's economy as well?

Goal #3

Facilitate Desirable Economic Development Consistent with the Community's Vision

- A. Build understanding and support for the City's economic development efforts internally, among community members, and with key partners
- B. Ensure that the City's development climate provides clarity, consistency, predictability, and efficiency
- C. Provide strong support for the retention and expansion of the City's existing businesses
- D. Develop tools and capacity to proactively encourage business growth in targeted sectors
- E. Promote Tumwater as an attractive place to invest, live, shop, and play to targeted audiences

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KEY QUESTIONS

- » How can we retain existing Tumwater businesses?
- » How can we attract additional businesses to augment the City's shopping, employment, and tax base?



Goal #4

Promote a Sustainable Environment and a Healthy Community

- A. Integrate environmental sustainability and community health as fundamental components of the City's value system and decision making framework
- B. Strengthen regional joint planning initiatives that protect the environment and enhance quality of life for the region's residents
- C. Provide a diversity of housing and employment opportunities
- D. Continue to improve resource efficiency in the City's facilities, fleet, and internal practices
- E. Improve resource efficiency in private development through the City's land use policies and development regulations
- F. Strengthen the range of transportation options available in and around Tumwater
- G. Encourage resource efficiency among Tumwater residents, businesses, and partners
- H. Promote the physical health of Tumwater residents

KEY QUESTIONS



- » How can we promote environmental sustainability?
- » How can we enhance the health of our community?



PRIORITY



Goal #5

Manage City Resources Effectively

- A. Continue to manage for the ongoing fiscal sustainability of the City
- B. Retain and develop City staff
- C. Enhance the City's capacity by utilizing strategic relationships with regional and local partners in the public, private, and non-profit sectors
- D. Ensure annexations occur in a smooth and efficient manner

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KEY QUESTIONS

- » How can the City's fiscal health best be managed?
- » How can the City align its efforts with potential partners to achieve the most effective and efficient results?



Next Steps

Council has the discretion to adopt the Strategic Plan tonight or further discuss input provided by the public.

The Economic Development Plan will move from the Economic Development Advisory Committee to review first by the Planning Commission and then by the City Council in early 2010.

