



CITY OF TUMWATER STRATEGIC PLAN 2010-2014

Achieving a Vibrant, Livable, and Sustainable Future



Adopted April 20, 2010

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PLANNING FOR TUMWATER'S BEST FUTURE

To successfully overcome challenges and maximize opportunities, every complex organization needs a well-considered, actionable strategic plan in which options are analyzed, choices are made, and strategic direction and timebound, actionable steps are established. The City of Tumwater embarked upon this strategic planning process to establish organization-wide goals and action plans on key issues and opportunities facing the community, including residential quality of life, economic development and the fiscal sustainability of the City government, place-making, environmental sustainability, and the cultivation of a healthy community.

As these issues are addressed, the direction provided by this Strategic Plan will help the community maximize its assets, stay true to its desired character, and evolve into the community desired by its citizens. The Plan's Vision, Mission, and Belief Statements articulate these overarching principles and serve both as reminders and active guidance for future decision making. These statements are rooted in a vision of the desired future of the community, and, together with the Plan's five Goals and supporting Action Strategies, will give Council and staff guidance as they develop discussion agendas, workplans, and budgets.

As this Plan nears adoption, the City's Economic Development Advisory Committee is writing a subordinate plan focused on strengthening Tumwater's economy through more detailed exploration of economic development. Guided by the direction provided in this document, the results of the Committee's work will come to Council for consideration, potential modification, and adoption later in 2010.

Interconnected Opportunities. The topics addressed in this Plan's five Goals are not discrete, stand-alone issues. In developing this strategy, City Councilmembers acknowledge the complex interconnections between civic society and residential quality of life; place-making; economic development; social and environmental sustainability; and the fiscal health of the City. All of these ideas are seen as related components of Tumwater's future and in many cases, advancement of one of these Goals contributes to the attainment of another. Where there are tensions or contradictions between Goals, Council sees opportunities for the inclusion of great diversity within the City's broad geographic, economic, and demographic base.

PLANNING PROCESS

The City Council met 11 times in the development of this strategic plan, including a joint kick-off meeting with the Planning Commission, Visioning Retreat on March 15, 2008 and a two day planning retreat on February 6 and 7, 2009. During these sessions, Council reviewed a number of analytic inputs, debated and discussed options, and established consensus on the actions and priorities contained in this Plan. Public comments on a draft strategic plan were gathered at a public hearing on October 6, 2009.

Throughout the process, Council was assisted by staff of BERK & ASSOCIATES, who provided analytic inputs, meeting facilitation, and strategic planning support. City staff played a critical role throughout the process, providing recommendations to Council for consideration. Tim Smith, City Planning Manager, managed the planning process.



Analytic Inputs to the Strategic Planning Process

- » **Economic and Demographic Profile** - baseline information about Tumwater's demographics, economy, and market position
- » **Baseline Fiscal Analysis** - forecasts of the City's future financial position
- » **Fiscal Implications of Land Use Alternatives Memorandum** - comparison between the relative fiscal impacts of various development types for the City
- » **Comparative Retail Tax Base Composition Analysis**- illustrates the relative contributions of different industries to Tumwater and comparable cities' retail tax base
- » **Community Open House Summary** - feedback provided by community stakeholders who attended this event
- » **Stakeholder Interview Summary** - interviews with 14 community stakeholders
- » **Economic Development Preferences Survey** - a statistically significant survey of Tumwater Residents on economic development and fiscal issues

HOW TO READ THIS PLAN

The **Vision, Mission, and Belief Statements** on the following page provide overarching direction for the future of the community. Within each of the five Goals that follow, descriptions in the **Tumwater of the Future** sidebars articulate visions and aspirations specific to each topic area.

The **Summary of Plan Goals & Action Strategies** on pages 6 and 7 provides a high level overview of the Plan's five Goals and supporting Action Strategies.

The remaining pages of the document present each Goal in full detail, with introductory text, an indication of when each item would be acted upon, and identification of priority items. The following icons are used throughout these pages to denote several themes that run through multiple Goals in the Plan.



Consideration of regional issues



Transportation and mobility improvements



Modifications to zoning and development regulations



Soccer in Pioneer Park



July Fourth Artesian Festival



Golf course by the river

OVERARCHING GUIDING STATEMENTS

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. We know that excellence does not have to come at the price of our sense of community or our small city character.

Opportunity. We seize opportunities 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, foresight, and innovation to seek new ways to enhance the community and improve City operations and services.

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

DIVERSITY POLICY STATEMENT

The City of Tumwater is a national leader in affirming the civil rights and innate dignity of all citizens, and encourages the free expression of all cultural traditions and personal talents for the social enrichment and betterment of the community.

The City fosters its value for diversity throughout the community by creating an equitable, hospitable, appreciative, safe, and inclusive organizational culture for its employees, volunteers, programs, and services, because diversity:

- strengthens workforce competence and performance;
- celebrates and values individual differences;
- serves an increasingly heterogeneous society;
- ensures the relevance of the City's Mission, programs and services; and
- is crucial to the City's ability to serve every citizen.

The City welcomes employees, volunteers, program participants and customers of every race, ethnicity, national origin, ability, religion, sexual orientation, veteran status, age, gender and gender identity.



Brewery on the River



Community Meeting



Tumwater parade

SUMMARY OF PLAN GOALS & ACTION STRATEGIES

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
- H. Maintain strong collaborative relationships with the Tumwater School District and higher education programs

GOAL #2: Create Dynamic and Vibrant Places for Residents and Visitors



Tumwater Town Center

- 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 of 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
- E. Use sub-area planning with subsequent public and private investment to revitalize the Brewery Neighborhood and take advantage of this remaining historic core to the City and valuable neighborhood asset



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
- F.** Promote and expand the arts and historical opportunities in the community in order to add social, educational, cultural, and economic value

GOAL #4: Promote Development that is Environmentally Sustainable and Provides for 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.** Create opportunities for Tumwater residents to practice healthy lifestyles

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



Baseball in Pioneer Park

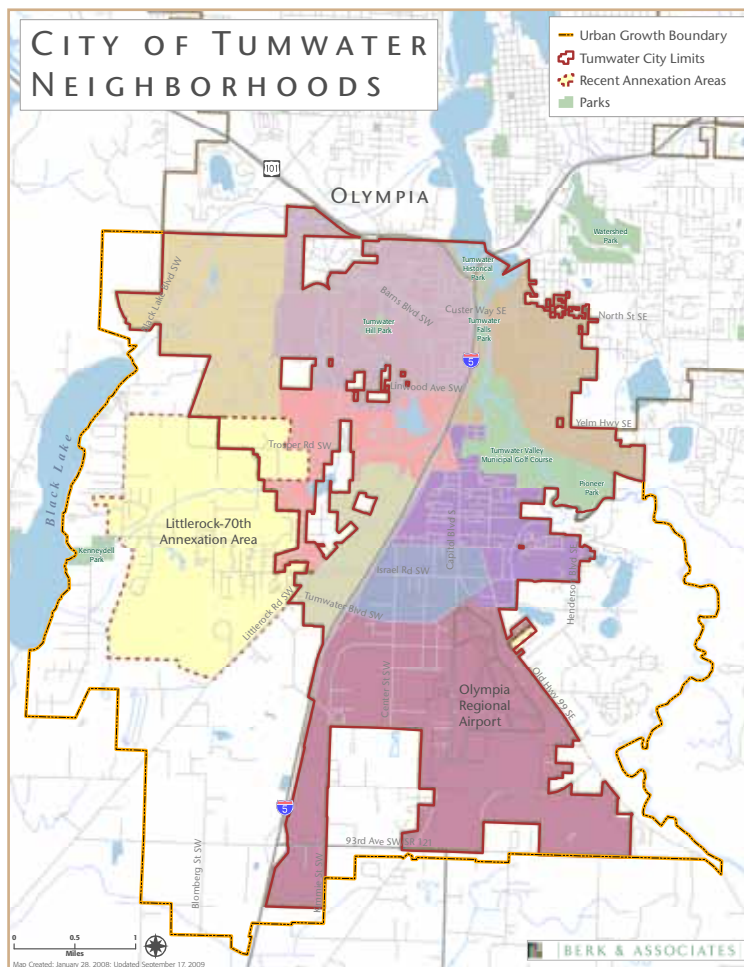


Tumwater Farmers' Market

GOAL #1: Strengthen Tumwater's Civic Society, Neighborhoods, and Residential Quality of Life

One of Tumwater's greatest assets is the strength of its community. The City is fortunate to have active and engaged citizens, strong civic institutions, and a strong base of parks, recreation opportunities, and special events. This Plan seeks to strengthen all of these qualities, strengthening Tumwater's civic society, neighborhoods, transportation alternatives, and overall residential quality of life.

These investments will benefit current and future residents through direct improvements in the attributes that make a community an attractive place to live. They will also strengthen the City's environmental sustainability and economic development efforts by enhancing non-vehicular transportation options; strengthening the services provided to residents of all ages, incomes, and races by the City's civic institutions; and making Tumwater a more attractive location for State office workers and other Tumwater employees to live, shop, and recreate. Festivals and events that strengthen Tumwater's civic society also enhance the community's external profile, raising regional awareness and drawing outside visitors to the City.



TUMWATER OF THE FUTURE WILL:



- » Be composed of neighborhoods with defined identities that are physically and socially integrated into the larger City
- » Feature a diverse range of housing options in safe, friendly, and walkable neighborhoods with easy access to excellent parks, open spaces, recreation options, transportation options, and retail and professional services
- » Be strengthened by well-informed and engaged citizens

ACTION STRATEGIES



Strategic planning community meeting

		Years			
	Lead	Ongoing	1-3	4-6	7+
A. Create strong mechanisms to engage, inform, and involve citizens in civic dialogue and City policy development	City Admin.				
1. Continue to emphasize stakeholder involvement in City decision-making, using multiple media to communicate to and solicit input from community stakeholders, including utility billings, the City website, and Tumwater TV		✓			
2. Develop targeted email lists and tailored email notices to inform residents and business owners of City news and invite them to participate in policy making processes			✓		
3. Promote the coverage of community news and City processes on Tumwater TV			✓		
4. Explore ways to use Tumwater’s community-based organizations to communicate to various stakeholder populations			✓		
5. Develop and regularly update a communications plan that would increase engagement, civic education, and communication with citizens and business			✓		
B. Strengthen Tumwater’s civic institutions	City Admin.				
1. Establish a schedule for regular dialogue with the Tumwater School District and the New Market Skills Center about opportunities for the City and its partners to support high-quality education and recreation opportunities for Tumwater children <ul style="list-style-type: none"> ■ Explore opportunities for mentoring programs and other programs that connect the classroom to the private and public sectors 			✓		
2. Engage in conversation with the Tumwater Timberland Library, seeking ways to strengthen and promote the Library’s role as an information hub, a gathering place for the community, and a resource for job seekers, entrepreneurs, and those seeking social services			✓		

		Years				
	Lead	Ongoing	1-3	4-6	7+	
3. Explore ways to collaborate with Tumwater’s community-based organizations			✓			
<ul style="list-style-type: none"> ■ Consider holding a public forum or conducting targeted outreach to determine the most effective ways for Tumwater’s public and non-profit sectors to collaborate 						
C. Strengthen the identity and quality of the City’s neighborhoods	City Admin					
1. Provide links to existing neighborhood associations on the City’s website and to information about how to form neighborhood associations	Finance		✓			
2. Use signs, greenery, and strategically placed rain gardens to enhance the identification of neighborhoods				✓		
3. Explore opportunities to create a funding mechanism to support neighborhood-sponsored projects				✓		
4. Explore opportunities to establish a staffed neighborhood program				✓		
D. Continue to invest in transportation improvements throughout the City, enhancing vehicular and non-vehicular access and addressing traffic flow						
						
1. Advance implementation of the Tumwater 2025 Transportation Plan, adding vehicular capacity to support growth and investing in non-motorized elements such as bike lanes and sidewalks	Public Works	✓				
<ul style="list-style-type: none"> ■ Continue to seek federal and state grants and to make adjustments as necessary to the City’s transportation impact fee rates to ensure funding for transportation projects 						
2. Participate in the regional signage plan to enhance regional identity and smooth traffic flow to and from places of interest and special events	Public Works					
						
3. Create better bike and pedestrian connections to enable residents to more easily access businesses along Capitol Boulevard and at Town Center	Public Works	✓				
4. Increase pedestrian and bike connections across the City, facilitating non-vehicular access to neighborhoods, current and planned commercial centers, and places of recreation	Public Works				✓	

		Lead	Years			
			Ongoing	1-3	4-6	7+
5.	Identify sustainable funding sources for trail development and advance work on Tumwater’s portions of the Regional Trail Network <ul style="list-style-type: none"> ■ Begin with completion of the Deschutes Valley Trail to connect Tumwater to the Regional Trail Network and to link Tumwater Falls Park, two community parks, and the Tumwater Historic District 	Parks and Recreation		✓		
E. Advance implementation of the Park, Recreation, and Open Space Plan		Parks and Recreation				
1.	Provide more neighborhood parks and open space including natural areas, forestland, farmland, open space corridors and urban growth preserves		✓			
2.	Continue development of the Tumwater Trails Plan including cross-city trail corridors, neighborhood connections and links with county-wide trail systems.		✓			
3.	Create resource parks, active recreation areas and special facilities as outlined in the Park, Recreation and Open Space Plan		✓			
4.	Continue to partner with State, Tribal and local agencies to promote funding and construction of the Deschutes Watershed Center		✓			
F. Preserve open space and develop public recreation uses around the Blackhills Soccer Club property and/or other southwest Tumwater properties		Parks and Recreation				
1.	Engage in exploratory discussions with the Blackhills Soccer Club			✓		
2.	Evaluate preservation of natural wetlands areas and active fields for public parks and open spaces in vicinity of the properties, and ensure that there is a separation of natural areas and active recreation uses				✓	
3.	Explore public recreation uses and funding options for properties that experience high ground water flooding			✓		



New Barclift Park play toy



	Lead	Ongoing	Years			
			1-3	4-6	7+	
<p>G. Utilize existing and new festivals and events to foster community</p> <ol style="list-style-type: none"> 1. Support and help promote the farmers market 2. As funding allows, seek opportunities to support existing events that foster community, attract regional visitors, and promote a positive image of Tumwater 3. Evaluate potential new community events that advance other City priorities identified in this Strategic Plan. Consider options such as: <ul style="list-style-type: none"> ■ A community fair featuring neighborhood associations and local non-profit and arts and culture organizations ■ Events focusing on the region’s history ■ An event focused on environmental sustainability, perhaps coinciding with Earth Day ■ Events at City parks that include history, tribal, environmental and cultural elements 	Planning and Facilities	✓ ✓	✓			
<p>H. Maintain strong collaborative relationships with the Tumwater School District and higher education programs</p> <ol style="list-style-type: none"> 1. Share facilities and resources to maximize efficiency and community service 2. Take advantage of opportunities which may be mutually beneficial 3. Capitalize on the role of school facilities as centers of community interest and activity 4. Utilize city activities and services to augment education programs through mentoring, internships, and educational programs 5. Integrate the New Market Skills Center into the Town Center strategy 6. Seek opportunities to foster and expand higher education within the community and in key development areas 	City Admin	✓ ✓ ✓ ✓ ✓			✓	



July Fourth Parade



Fun in Tumwater



A festive firetruck



Flying on July Fourth



Music in Tumwater



July Fourth parade

GOAL #2: Create Dynamic and Vibrant Places for Residents and Visitors

Tumwater has several outstanding opportunities to create truly special places. This Plan recognizes the importance and one-time nature of these opportunities, including the Brewery property and the larger river valley, Town Center, and the Littlerock Subarea, and establishes Strategies to ensure that final development creates substantial benefits to the City's residents and economy. These are transformative opportunities for the Tumwater community.

The City's role in supporting these place-making efforts includes:

- **Visioning.** Encourage uses that benefit the community as a whole and serve multiple needs including community gathering places, an opportunity for enhanced economic vitality, and access to the outdoors.
- **Facilitation.** Provide a predictable and consistent development climate with reasonable regulations. Attract development in line with the community vision and facilitate dialogue between investors and residents.
- **Infrastructure Investment.** In some cases, the City may make investments in street, streetscape, or other basic infrastructure to facilitate private sector development.
- **Creative Partnering.** In certain cases, the City may become an active partner in development, facilitating public-private partnerships and acting to ensure that development occurs in a desirable fashion that meets community expectations.

VISIONS AND KEY STRATEGIES FOR SPECIFIC PLACES

The Brewery Property and the River Corridor, including Pioneer Park and the Golf Course

The vision for this key community opportunity is a dynamic, highly utilized public space with commercial, residential, and community gathering uses. Given its setting, the property has potential to serve as a regional draw, perhaps featuring destination-retail or entertainment uses.

Given the challenges of the site, however, the City adopts a flexible approach to future uses on the site, with the clear restriction of uses such as pure heavy industrial or warehousing that would squander the property's potential. Key strategies include immediate reconsideration of zoning to prohibit undesirable uses, engaging proactively to assist the property owner in marketing the site, establishing an integrated plan connecting the brewery properties to adjacent areas, and potentially assisting development through public infrastructure investment or creative partnerships. All of these efforts should be designed to facilitate the use of this extraordinary site in ways befitting its history and potential.



TUMWATER OF THE FUTURE WILL:

- » Feature multiple dynamic places that draw a diverse range of residents and visitors to shop, dine, live, socialize, and exercise
- » Connect these places to other residential and commercial centers through public transit and a network of biking and pedestrian trails



Brewhouse in the snow

Brewery Neighborhood

While much of the old Tumwater was removed by the construction of I-5, the area around the Brewery property contains the remnants of the old downtown and looks and functions like a historic core for the City. Called the Brewery Neighborhood, it is the area generally bounded by 2nd Avenue, the cemeteries on Cleveland Avenue, Historical Park, and M Street. The area provides a mix of commercial, office, retail, restaurant, residential, and civic uses, and draws both freeway activity as well as activity from the City's Old Town Center facility, the Tumwater Square retail area that is anchored by Safeway, the regional cemeteries, and the close proximity to Olympia. Redevelopment of the brewery site would result in significantly greater employment and intensity of activity in the area. The neighborhood provides opportunities for mixed use development, additional commerce, investment in civic infrastructure for gathering places and pedestrian improvements, entertainment uses, pedestrian-oriented development, and preservation of the remaining historic center of the City.

Capitol Boulevard

While Capitol Boulevard functions as a major arterial, carrying heavy traffic around and through the City, there are opportunities to improve its visual appeal and economic functioning through infrastructure enhancement and the development of attractive places in key nodes near residential concentrations. Key strategies include identifying opportunity sites and supporting them through infrastructure investment, streetscape improvement and beautification efforts, and design standards.

Town Center

The established vision for Tumwater Town Center integrates a mix of retail, office, and service businesses, as well as residential uses and community gathering facilities. The City remains committed to this vision, recognizing that its achievement may take time.

Key strategies for advancing the Town Center plan include examining the likelihood of achieving the established vision given available residential lands and investing in street infrastructure or place-making elements such as fountains, parks, and open spaces that will make the location more attractive for civic, entertainment, and residential uses. Incentives such as the Multifamily Tax Abatement Program or the reduction or elimination of impact fees for residential uses should also be considered to spur residential and other desired development that are not otherwise likely to occur.



Town Center street design

Littlerock Subarea

The vision for this area is to create a mixed use “village” atmosphere that is transit-oriented and pedestrian-friendly in the central portion of the subarea, with commercial areas in the northern and southern portions of the subarea to provide vibrant retail opportunities for Tumwater and surrounding residents.



Key strategies for advancing this vision focus on infrastructure investment and planning, including the Little Rock Road street improvement project and Tyee Drive planning.

ACTION STRATEGIES

	Lead	Years			
		Ongoing	1-3	4-6	7+
<p>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</p> <p>1. Be open to various uses for the brewery site while encouraging public access to the river and an extraordinary development appropriate for the site's significance</p> <ul style="list-style-type: none"> ■ Apply zoning that prohibits clearly undesirable uses <p>2. Develop a vision and/or plan for the larger area around the brewery property, incorporating the whole river valley and properties between Capitol Boulevard and Cleveland Avenue</p> <p>3. Take a phased approach to supporting private development of the property</p> <ul style="list-style-type: none"> ■ Be in proactive conversation with the owner and market the property ■ Explore more aggressive options such as infrastructure investment, public private partnerships, and potential acquisition by the City ■ Explore strategies to acquire and stabilize the Old Brewhouse in the short term while seeking public/private partnerships for rehabilitation consistent with the New Market Historic District Master Plan and Park, Recreation and Open Space Plan in the long-term 	City Admin.				
			✓		
			✓		
			✓		
				✓	
					✓
		✓			



Map of the Brewery property

		Lead	Ongoing	Years			
				1-3	4-6	7+	
B. Support the market-driven transformation Capitol Boulevard from Southgate to Town Center		Planning and Facilities					
	1. Improve the visual appeal of the Capitol Boulevard corridor				✓		
	2. Utilize infrastructure investment, design regulations, and potential incentives to encourage pedestrian-oriented development				✓		
	3. Identify key opportunity sites for redevelopment and determine how they may best be supported by the City			✓			
C. Support the established vision for Town Center		City Admin					
	1. Evaluate the feasibility of the current mixed use vision for the Town Center and affirm or revise the vision as appropriate				✓		
	2. Implement the Israel-Tumwater Boulevard street connection planning and engineering phase*				✓		
	3. Implement the sign plan				✓		
	4. Continue to monitor the market and the impact of new office buildings, considering more aggressive City actions if desired market activity is not realized					✓	








*This work is currently programmed in the City's Capital Facilities Plan

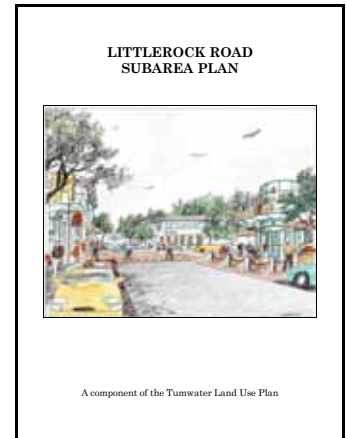


Tumwater Town Center



Town Center frog fountain

	Lead	Years							
		Ongoing	1-3	4-6	7+				
<p>D. Pursue development of the Littlerock Subarea by completing Implementation Actions from the Subarea Plan and making other investments</p> <p>1. Use public investment and development regulations to encourage development of a village-like area in the central portion of the Subarea</p> <ul style="list-style-type: none">  <ul style="list-style-type: none">  ■ Complete the Littlerock Road street improvement project*  ■ Begin planning for the Tye Drive extension  ■ Revise development regulations to identify gateways and transition areas, including boundaries between zoning districts for the Subarea  ■ Consider an additional review of the Subarea Plan to identify and plan for a unique street plan  ■ Consider adopting a street plan for the Subarea that includes East-West connector roads between Littlerock Road and Tye Drive  ■ Consider adopting more specific building design guidelines for the Littlerock Road Subarea, consistent with possible adoption of a village-like area in the center of the Subarea <p>2. Seek opportunities to enhance the connection between the Subarea and neighboring areas</p>	City Admin			✓	✓	✓	✓	✓	✓




Littlerock Subarea Plan

*This work is currently programmed in the City's Capital Facilities Plan.



Littlerock Road businesses

		Lead	Years			
			Ongoing	1-3	4-6	7+
	E. Use sub-area planning with subsequent public and private investment to revitalize the Brewery Neighborhood and take advantage of this remaining historic core to the City and valuable neighborhood asset	Planning and Facilities				
	<ol style="list-style-type: none"> 1. Work with the stakeholders in and around the Brewery Neighborhood to develop a sub-area plan which would guide public and private investment 2. Strategically invest in infrastructure, parks and open space, historic and cultural, arts, recreation, and promotional opportunities to revitalize the Brewery Neighborhood consistent with the sub-area plan 			✓		



Point Plaza courtyard



Home Depot ribbon cutting

GOAL #3: Facilitate Desirable Economic Development Consistent with the Community's Vision

Tumwater's economic development efforts are aimed at achieving a number of benefits for members of the community, including:

- Bringing enough wealth and resources into the community to create opportunities for all residents
- Providing enhanced opportunities to shop, play, and work in Tumwater
- Proactively and positively guiding the development that the community will experience as the region grows
- Creating a diverse and sustainable tax base to support the ongoing provision of City services for all residents

In pursuing these benefits, economic development is an important, but not overriding element of the City's Vision and Strategic Plan, and should be pursued according the following Guiding Principles:

- **Focus economic development in support of the City's Vision**, enhancing quality of life and strengthening community assets including the City's livability, strong neighborhoods, aesthetic quality, and a beautiful natural environment featuring views of Mount Rainier and the Olympics. Balanced economic development is desired, so that the scale, scope, and location of development support rather than overwhelm these other assets.
- **Make the most of the community's assets to create great places.** The City is fortunate to have outstanding opportunities for economic development and continues to create great places for people to live, work, visit and recreate. Opportunities include multiple freeway interchanges, available land for all types of uses, an airport, a regional commercial center, the Brewery Neighborhood, Deschutes River, Tumwater Town Center, significant office employment population, and historic resources and natural landscapes.
- **Continue to foster a diverse economy, building on existing sectors and locating new businesses appropriately** to take best advantage of transportation infrastructure, minimize impact on other uses, and create opportunities for synergies such as mixed use development or residential, commercial, and employment uses located within walking distance of one another. Larger scale retail and light industrial or manufacturing development in particular should be located carefully to minimize impacts to other uses.
- **Be strategic, efficient, and innovative**, focusing the City's economic development efforts and resources on supporting portions of the economy that might not otherwise flourish on their own. Enlist partners throughout the City and the region in support of the City's efforts and for the benefit of the larger community. Facilitate desirable development by being communicative, predictable, transparent, and solution-oriented in policies, investments, and interactions with the business and development communities.

An **Economic Development Plan** is being written by the City's appointed Economic Development Advisory Committee to develop specific action steps in line with the overarching direction and priority established in this Strategic Plan.



TUMWATER OF THE FUTURE WILL:

- » Feature a vibrant and diverse economy comprised of large and small firms in the retail, office, services, light industrial, manufacturing, entertainment, and tourism sectors that provide excellent shopping, service, and employment opportunities for residents and provide a sustainable and diverse tax base for the City's ongoing provision of services
- » Provide a welcoming, collaborative, and predictable development climate that facilitates desirable investment
- » Utilize the City's distinct commercial districts to accommodate a diverse range of development types that take advantage of locational advantages while not interfering with neighboring uses
- » Feature walkable and dynamic mixed use centers and neighborhood retail centers with convenient access to daily goods and services
- » Continue to be the home of well-integrated State and local government agencies
- » Be home to a variety of "green" buildings and companies

Strengthening Tumwater’s Economic Diversity. A fundamental element of Tumwater’s economic development approach is using the City’s broad economic base and varied geography to accommodate a diversity of uses, including retail, industrial and light manufacturing, tourism, and office uses, within distinct commercial districts. By housing a range of uses in these commercial districts, the City can maintain a strong economy, take advantage of its locational assets, and preserve space for high quality neighborhoods.

Tumwater’s economic development strategy seeks to support and strengthen key elements of the community’s existing economic base:



- Along with Olympia and Lacey, Tumwater has long played a role as part of a **regional retail** center that serves the needs of a population significantly larger than that of the three cities. This Plan seeks to build on this historic market position by preserving and promoting opportunities for a variety of retail uses, from large-scale national retailers to independent, neighborhood-serving shops and services. Large-scale retail has been and will continue to be an important component of the City’s broad economic foundation. Such uses provide a significant portion of the City’s tax base, bring wealth into the community by attracting shoppers from the larger region, and provide diverse local shopping and employment opportunities. Large-scale retail is desired in locations that minimize neighborhood traffic impacts, fit within the zoning designation, and comply with the community’s overall Vision.

A primary component of the City’s Vision focuses on the development of vital neighborhood commercial centers featuring independent and regionally-owned retailers, restaurants, and services that focus on meeting the needs of local residents and employees. Multiple motivations support this focus, including further diversification of the City’s economy, which is stronger in other retail sectors, increasing Tumwater’s sense of community and sense of place, supporting non-vehicular transportation, increasing personal health and decreasing the traffic and environmental impacts associated with driving, and providing increased safety and convenience for residents.

- Tumwater is home to a large number of **State offices**, which comprise an important component of the City’s employment base. The City’s efforts in the office sector will continue to expand the presence of State and local agencies, as well as complementary businesses that benefit from proximity to these public sector entities. By providing attractive housing options, vibrant places, and good transportation options, the City will encourage Tumwater’s office workers to live in the community as well, reducing traffic and increasing the City’s capture of office employee spending.
- The City’s **light industrial and manufacturing sectors** have long been valued contributors to the Tumwater economy and position the City well to compete for emerging “clean technology” and “green” jobs. These sectors help diversify the economy and present the opportunity for a future-oriented economic base with well-paying employment opportunities and commercial enterprises in line with Tumwater’s community values around sustainability.
- This Plan maintains City policies restricting **large warehouse and distribution uses** in areas where traffic could adversely affect adjacent uses.
- The City should work to craft development regulations and siting standards that would allow **warehouse and logistics uses** which would expand the tax base, minimize impacts on incompatible uses, and complement and facilitate manufacturing and employment uses in the community.

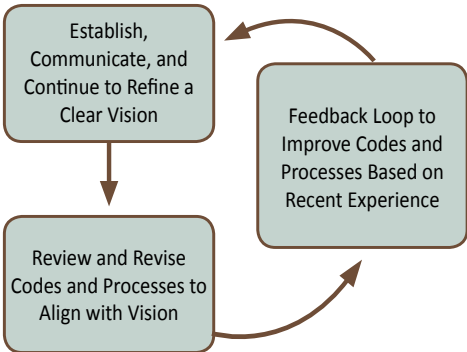
ACTION STRATEGIES

	Lead	Ongoing	Years			
			1-3	4-6	7+	
<p>A. Build understanding and support for the City’s economic development efforts internally, among community members, and with key partners</p> <p>1. Seek to add a staff position dedicated to economic development and marketing when resources allow, evaluating opportunities and needs relative to other potential positions</p> <ul style="list-style-type: none"> ■ Prior to creation of a dedicated position, assign responsibilities and tasks to existing staff as appropriate given their current duties and engage City Councilmembers and key community and regional partners <p>2. Ensure the whole City organization understands the City’s economic development goals, including elected officials and staff</p> <ul style="list-style-type: none"> ■ Launch implementation of this Plan with discussions with Councilmembers, Planning Commissioners, and staff, revisiting these conversations on at least an annual basis ■ Reinforce practices and approaches that adhere to the Vision and provide predictability and support for desirable investment in the community ■ Incorporate economic development priorities as criteria in City policy making <p>3. Communicate the importance of economic development to City partners, residents, business owners, and members of the development community, highlighting Tumwater’s updated approach to economic development</p> <ul style="list-style-type: none"> ■ Hold open houses and workshops to launch implementation of the Strategic and Economic Development Plans, communicating the broad benefits anticipated from the City’s economic development efforts ■ Use the completion of these plans as an opportunity to engage in conversation with key partners and establish mechanisms for ongoing collaboration 	City Admin			✓		
						<p>Neighbors & Regional Partners</p> <ul style="list-style-type: none"> » State of Washington » Thurston County » The Port of Olympia » Thurston County » Neighboring jurisdictions » Olympia-Lacey-Tumwater Visitor and Convention Bureau » Olympia-Tumwater Foundation » Thurston County Economic Development Council » Congressional offices » South Puget Sound Community College <p>Community Partners</p> <ul style="list-style-type: none"> » Neighborhood groups » Tumwater Area Chamber of Commerce » Tumwater School District and New Market Skills Center » Farmers market organizers » Commercial developers » Large employers

	Lead	Years			
		Ongoing	1-3	4-6	7+
<p>B. Ensure that the City’s development climate provides clarity, consistency, predictability, and efficiency</p> <p>1. Engage in dialogue and training with Planning and Development Services staff that focuses on the City’s economic development Vision and Goals, and how these align with other City objectives</p> <ul style="list-style-type: none"> ■ Cultivate a strong customer service and problem solving orientation, encouraging staff to welcome investment in the community and proactively seek outcomes that help employers and developers achieve project success that aligns with the City’s development desires <p>2.  Review and revise the City’s development regulations, codes, and processes to ensure they align with the Vision and Goals articulated in the Strategic Plan and Economic Development Plan</p> <p>3. Continue to enhance the efficiency and predictability of the City’s permitting process by implementing the Latimore Report recommendations and pursuing other opportunities</p> <p>4.  Establish a feedback mechanism to allow for regular revision of the City’s codes and practices based on recent project experience by meeting annually to discuss the City’s Vision and implementation successes and challenges. Participation should include Council and Planning Commission members, the public, Planning and Development Services staff, and the Hearing Examiner when appropriate.</p> <p>5. Create opportunities for regular dialogue on economic development topics with members of the development community and Tumwater residents</p> <p>6. Utilize incentives such as reducing or waiving fees in specific and targeted cases where analysis shows that they may help bridge the gap between market reality and the community’s Vision</p> <p>7. Establish benchmarks to measure and track performance</p>	City Admin	✓			

 **Related Strategy**
» Strategic Plan Goal 4, E, 1


FEEDBACK MECHANISM FOR REGULAR REVISION OF THE CITY’S CODES AND DEVELOPMENT PRACTICES



	Lead	Years			
		Ongoing	1-3	4-6	7+
C. Provide strong support for the retention and expansion of the City’s existing businesses	City Admin				
1. Be aware of and seek to respond to the issues faced by the City’s businesses		✓			
2. Seek opportunities to support the continuing operations and expansion of the City’s existing businesses		✓			
■ Explore opportunities to act as efficiently and effectively as possible by coordinating and collaborating with the City’s economic development partners			✓		
■ Provide staff assistance as Planning and Development Services resources allow		✓			
D. Develop tools and capacity to proactively encourage business growth in targeted sectors	City Admin				
1. Maintain Tumwater’s diverse economy, tax base, and competitive position in the regional retail market by providing opportunities for the siting of large scale retailers		✓			
■ Retain zoning that allows large scale retail uses in locations that take advantage of the City’s freeway access and proximity to the regional market while minimizing impacts to local roads and surrounding land uses		✓			
■ Offer a predictable development climate for proposed uses that conform to the City’s regulations		✓			
2. Support the development and success of additional neighborhood scale commercial areas in undeveloped and developed areas of the City		✓			
3. Continue to expand the presence of State offices and attract complementary contractors, consultants, suppliers, and other private sector businesses		✓			
4. Retain, grow, and support the evolution the City’s light industrial and manufacturing firms		✓			
■ Support development and redevelopment opportunities at Mottman Industrial Park, on Port- and privately-held lands around the airport, and in other appropriately zoned areas			✓		



Littlerock Road businesses

NEIGHBORHOOD COMMERCIAL CENTERS

While there are different models of neighborhood commercial centers, including grocery-anchored centers like Tumwater Square, nodes along busy arterials, and smaller, convenience-oriented nodes within neighborhoods, neighborhood centers are predominantly local-serving, supporting nearby residents and workers.

	Lead	Ongoing	Years		
			1-3	4-6	7+
<ul style="list-style-type: none"> ■ Address logistics use (warehouse, distribution, order-fulfillment, etc.) issues by defining locations and development standards which would minimize their impact on incompatible uses, create jobs, expand the tax base, and facilitate and support manufacturing and retail uses in Tumwater ■ Encourage growth of the City’s clean technology and “green jobs” industries ■ Explore creative options to take advantage of the presence of Olympia Regional Airport 			✓		
5. Pursue opportunities to attract special purpose uses that augment the City’s economy and services, including medical and entertainment uses		✓			
E. Promote Tumwater’s image as an attractive place to invest, live, shop, and play to targeted audiences	City Admin				
1. Promote the City as a business-friendly community, communicating a clear and consistent message about desired development		✓			
2. Promote Tumwater as an attractive residential location, encouraging State employees and others who work in Tumwater to live in the community		✓			
3. Communicate the City’s shopping and recreation opportunities to populations living outside of the City		✓			
4. Strengthen Tumwater’s attractions and promote the City as an attractive tourism destination		✓			
5. With the business and civic community, develop a branding strategy to strategically position Tumwater and promote the unique qualities to a broad range of audiences			✓		
6. Hire a full-time communications staff-person to promote civic engagement, communications with the many segments of the community, develop and manage the City’s brand, and assist with economic development					✓

	Lead	Ongoing	Years		
			1-3	4-6	7+
F. Promote and expand the arts and historical opportunities in the community in order to add social, educational, cultural, and economic value	City Admin				
1. Establish a broad-based task force of citizens and stakeholders to develop and propose a cultural arts task force, which would eventually guide civic investment in the arts				✓	
2. Maximize the community resources and City investment in historic buildings and artifacts through partnerships and private investment				✓	
3. Use City facilities and programs to promote the arts through concerts, recreation programs, Old Town Center programming, and capital construction				✓	
4. Consider long-term funding strategies and partnerships for promotion of the arts			✓		



Town Center fountain



Historic oak at Olympia Regional Airport



Tumwater's annual Easter egg dash



Tumwater water tower



Golfing at Tumwater Valley Golf Course

GOAL #4: Promote Development that is Environmentally Sustainable and Provides for a Healthy Community

The City of Tumwater has an opportunity to act upon its Vision and community values in the pursuit of environmental sustainability and the cultivation of a healthy community. The City recognizes its responsibility to contribute positively to the environmental and social challenges affecting our community and the world outside of Tumwater, as well as an opportunity to become the community envisioned in this Plan: responsible, diverse, highly livable, economically and socially vibrant, and respectful of our beautiful natural environment. Sustainable development creates opportunities for unique development styles and patterns, affordable housing, operational efficiencies, civic pride, marketing position, education, and protection and improvement of the environment.

As used in this planning document, environmental sustainability is defined as providing for the well-being of today's residents while preserving natural resources for future generations. A healthy community is one that provides a diversity of opportunity for a range of residents, a supportive and engaging social fabric, and the supporting infrastructure for residents to pursue healthy lifestyles.

The City will approach these issues in an inclusive and deliberate fashion, incorporating input from a diverse range of stakeholders and recognizing that balance and creativity are critical to achieving long-term environmental, social, and economic sustainability.

The City has multiple roles and responsibilities in these areas:

- As a **leader and a model**, the City can establish a positive example in its facilities and infrastructure investments, vehicle fleet, purchasing choices, and other internal practices
- As an **employer**, the City has direct impact on the health and well-being of its staff
- As an **educator**, the City can share information, provide technical assistance, and encourage sustainable behavior among residents, businesses, and public institutions
- As a **facilitator and convener**, the City can create opportunities for community and regional dialogue and collaborative agenda-setting around issues of sustainability
- As a **regulator**, the City can use its land use codes and development regulations to promote socially and environmentally sustainable development




View of Tumwater from Overlook Park




TUMWATER OF THE FUTURE WILL:

- » Enjoy clean water, excellent air quality, and highly efficient use of resources through informed collaboration by the City, residents, businesses, and partners
- » Feature a well-used system of alternative transportation modes including a practical and enjoyable network of public transit and bike and pedestrian connections that link the community to the surrounding region
- » Be recognized for its beautiful and healthy trees, river, and wetlands
- » Incorporate green development practices in public and private buildings
- » Be home to individuals and families from many diverse backgrounds, with access to housing, jobs, nutrition, health care, education, and the outdoors
- » Have a population that is active and physically fit, benefitting from easy access to recreational opportunities, active transportation options, and a range of healthy choices

ACTION STRATEGIES

	Lead	Years			
		Ongoing	1-3	4-6	7+
<p>A. Integrate environmental sustainability and community health as fundamental components of the City’s value system and decision making framework</p> <ol style="list-style-type: none"> 1. Establish a periodic discussion item for Council to discuss issues related to sustainability 2. Incorporate attention to sustainability in new employee orientations and performance evaluations, supporting this focus with education and training opportunities for staff appropriate to their role and responsibilities 3. Integrate sustainability considerations as criteria in evaluating and making policy choices 4. Participate in regional sustainability discussions 5. Host community forums on sustainability that engage and encourage collaboration among residents, the business community, community-based organizations, and the City 6. Incorporate key elements of the City’s focus on environmental sustainability and community health on the City’s website and in other materials, and focus on this theme in communications to Tumwater residents 7. Evaluate progress on the City’s environmental and social goals annually and evaluate the development of a Sustainability Strategy to establish a comprehensive approach to advancing and tracking the results of these efforts 	City Admin	✓	✓	✓	✓
 <p>B. Strengthen regional joint planning initiatives that protect the environment and enhance quality of life for the region’s residents</p> <ol style="list-style-type: none"> 1. Continue the City’s participation in regional planning efforts through the Thurston Regional Planning Council, the LOTT Alliance, and other intergovernmental agreements 2. Pursue opportunities for enhanced coordination among the region’s elected officials 	City Admin	✓	✓		

		Years			
	Lead	Ongoing	1-3	4-6	7+
3. Encourage the County and neighboring communities to collaborate in a regional approach to addressing environmental sustainability and community health		✓			
4. Be an active participant in regional efforts to preserve green spaces in and around Tumwater		✓			
5. Seek regional partnerships and the coordination of standards to help ensure the orderly and efficient provision of services and programs		✓			
C. Provide a diversity of housing and employment opportunities	Planning and Facilities				
 1. Maintain zoning that supports a diversity of employment and housing options and allows individuals across a range of income levels to live and work in Tumwater		✓			
2. Establish strategies to ensure the City features a range of housing products at different price points, including attractive affordable housing options			✓		
3. Use results of the 2010 Census to reach out to and engage Tumwater’s most significant ethnic and foreign language populations, inviting them to participate in City processes and supporting their connection to the Tumwater community			✓		
D. Continue to improve resource efficiency in the City’s facilities, fleet, and internal practices					
1. Implement recommendations in the City’s Energy Conservation Assessment to reach the City’s target of reducing emissions to 7% below the level they were in 2000	City Admin		✓		
2. Utilize the construction of new City facilities to showcase environmentally preferred building practices and provide community gathering places that enhance Tumwater’s social fabric	Planning and Facilities			✓	
3. Establish policies and practices to protect Tumwater’s natural resources and use environmentally-friendly products and techniques in the maintenance of City lawns, trees, and other greenery	Planning and Facilities		✓		

		Lead	Ongoing	Years		
				1-3	4-6	7+
4.	Evaluate the City's procurement and fleet policies to promote the use of cost effective environmentally preferable products and the reuse or recycling of materials when possible	Finance		✓		
5.	Continue to research ways to reduce CO2 emissions and the City's environmental footprint	City Admin		✓		
E. Improve resource efficiency in private development through the City's land use policies and development regulations		Planning and Facilities				
1.	Analyze and revise the City's zoning codes, development regulations, and use of incentives to incorporate Smart Growth and compact development principles and increase the application of Low Impact Development and Green Building techniques in future development <ul style="list-style-type: none"> ■ Coordinate this code review and revision process with the planned review of development regulations relative to the community Vision ■ Concentrate development in areas with good access to multiple transportation modes ■ Evaluate opportunities, including the provision of resources and staff expertise, as well as potential incentives or requirements, to increase the application of Low Impact Development and Green Building techniques in private construction 			✓		
2.	Provide education opportunities for appropriate City staff to ensure they are current on the state of the art and best practices among peer communities			✓		
F. Strengthen the range of transportation options available in and around Tumwater		Planning and Facilities				
1.	Continue to work with neighboring cities and other regional partners to provide effective public transit options that serve key destinations in Tumwater and provide mobility for people of all ages, physical abilities, and income levels			✓		



Related Strategy
» Strategic Plan Goal 3, B, 2






Tumwater residents



		Years			
	Lead	Ongoing	1-3	4-6	7+
2. Track changes in technology and be proactive in making accommodations for electric vehicles and other transportation alternatives		✓			
3. Participate in regional discussions about potential future rail service		✓			
4. Continue to work in partnership and coordination with other agencies to address travel demand management by implementing strategies of the Commute Trip Reduction plan to reduce drive alone trips and vehicle miles traveled		✓			
G. Encourage resource efficiency among Tumwater residents, businesses, and partners	City Admin				
1. Work with partners to encourage residents and businesses to reduce energy consumption and increase recycling			✓		
2. Collaborate with regional partners and community-based organizations to establish a centralized information source with resources and technical assistance for residents, business owners, and developers seeking to minimize their environmental impact				✓	
3. Partner with community-based organizations to develop a welcome packet for new residents and businesses that features local opportunities for resource preservation and recycling				✓	
4. Implement local commute trip reduction strategies and collaborate with other jurisdictions and stakeholders to implement established regional strategies			✓		
H. Create opportunities for Tumwater residents to practice health lifestyles	City Admin				
1. Continue to create and promote affordable opportunities for active recreation for people of all ages and physical abilities through the City's parks and recreation programs		✓			



		Lead	Ongoing	Years		
				1-3	4-6	7+
	2. Encourage healthy lifestyles and the use of active transportation modes through an environment with safe and attractive walking and biking connections between neighborhoods, employment centers, parks and recreation sites, and commercial areas		✓			
	3. Support community-based efforts to communicate the benefits of physical activity and promote local opportunities for walking, biking, and other forms of exercise			✓		
	4. Engage the community and key partners in increasing the availability of healthy food			✓		
	<ul style="list-style-type: none"> ■ Explore opportunities to establish a local or regional Food Policy Council to evaluate and strengthen the area’s community-based food system, including the Tumwater Farmers’ Market ■ Engage with the Tumwater School District to explore opportunities to encourage physical health, including nutrition and garden-based education ■ Establish options and guidelines to provide healthy, locally grown food at City events and encourage partners and businesses to do so as well 				✓	
	5. Use the City’s development regulations and economic development efforts to enhance access to healthy food		✓			
	<ul style="list-style-type: none"> ■ Seek opportunities to incorporate grocery stores and other outlets for healthy food in neighborhood commercial areas ■ Ensure public transit routes and non-vehicular transportation pathways provide access to full-service grocery stores 		✓			
	<ul style="list-style-type: none"> ■ Establish means to encourage the development of community gardens through the use of incentives, public lands, and other strategies ■ Explore opportunities to promote access to healthy food, and potentially limit access to fast food, near schools 			✓		
					✓	

GOAL #5: Manage City Resources Effectively

The City takes its role as a steward of public resources very seriously and strives to manage wisely for the benefit of Tumwater's residents, property owners, and entrepreneurs.

The City operates in an increasingly resource-constrained environment and has pursued operating efficiencies for a number of years in order to maintain levels of service. A priority focus is now on economic development, increasing vibrancy in our neighborhoods and commercial areas and generating additional commercial activity to support the City's fiscal needs. Other funding sources may be needed to complement revenue generation through economic development and the City will continue to analyze and adjust fees and consider project-specific funding measures as needed. The City will also evaluate the need for and opportunity to advance a broad-based levy lid lift in the medium- to long-term.

The ability to sustain the provision of high-quality City services is important for the quality of life and well-being of existing residents and business owners, as well as for attracting new residents and commercial investment.



Tumwater City Hall



**Tumwater Fire Department
headquarters**



Tumwater Valley golf course



TUMWATER OF THE FUTURE WILL:

- » Be fiscally sustainable and recognized for its vision, thoughtful and inclusive planning, and focused implementation
- » Be regarded as open, progressive, and ethical and known for providing responsive, high quality services to residents, businesses, and property owners
- » Attract and retain the best staff
- » Communicate progress and report regularly to the community about City programs and the efficient use of public resources

ACTION STRATEGIES

	Lead	Ongoing	Years		
			1-3	4-6	7+
A. Continue to plan for the ongoing fiscal sustainability of the City	City Admin				
1. Continue to monitor the City's fiscal performance on an ongoing basis		✓			
2. Monitor and adjust expenditures to match available funding, prioritizing the delivery of essential municipal services		✓			
3. Continue to adjust rates to maintain sound enterprise funds		✓			
4. Support staff in writing and managing grants		✓			
5. Strongly advance economic development efforts to support the City's fiscal base and enhance local shopping and employment opportunities in ways that are consistent with the City's Vision		✓			
6. Evaluate the need and opportunity to increase City funding through adjustments to taxes, fees, or rates		✓			
7. Evaluate the City's cost of providing unit services relative to costs in other communities in the region or elsewhere in Washington			✓		
8. Monitor tax burdens on specific groups with the following questions: How do tax burdens on different groups compare and how have burdens shifted over time? How does the City's balance of business and household burdens compare with the balance in peer cities? How does the tax burden growth compare with income growth among constituents?			✓		
9. Classify revenue streams according to their variability and risk and assign them to appropriate uses		✓			
10. Regularly review core City services, and seek ways to leverage other monies and investment, gain efficiencies, build citizen understanding of City service delivery, focus on core service delivery, and partner with other organizations		✓			



		Years				
	Lead	Ongoing	1-3	4-6	7+	
B. Retain and develop City staff	City Admin					
1. Acknowledge the contributions and hard work of staff		✓				
2. Communicate openly to staff about the City's goals		✓				
3. Support professional development of staff knowledge and skills appropriate to their role		✓				
C. Enhance the City's capacity by utilizing strategic relationships with regional and local partners in the public, private, and non-profit sectors	City Admin					
1. Continue to pursue opportunities for cost savings, including innovative opportunities to collaborate with neighboring cities on the provision of services		✓				
2. Proactively communicate the City's goals and priorities to residents and potential partners, using the City website, plans and other documents, and other opportunities for dialogue		✓				
3. Continue to communicate robust annual reports on key metrics and progress towards the City's goals, using this as an opportunity to engage partners and residents in reflecting on the past year and planning for the coming year			✓			
4. When possible, enter into public/private partnerships to advance the goals of the community		✓				
D. Ensure annexations occur in a smooth and efficient manner	Planning and Facilities					
1. Update and communicate the City's annexation policies stating that it is desirable to annex prior to development and to create logical service delivery boundaries				✓		
2. Document lessons learned from the Littlerock Road/70th Avenue process and apply a refined approach to large annexations in the future			✓			
■ In particular, be proactive in communicating the potential impacts of annexation to residents and commercial users			✓			
3. Allow staff greater flexibility in addressing annexations with the goal of having larger blocks to analyze		✓				

