



Finance & Personnel Committee  
Meeting Agenda  
Thursday, June 27, 2024 | 6:00 PM

Stanwood-Camano School District  
Administration Building Board Room  
26920 Pioneer Highway, Stanwood, WA 98292

**Agenda**

1. Strategic Plan



**CITY OF STANWOOD  
FINANCE & PERSONNEL COMMITTEE  
STAFF REPORT**

**DATE:** June 27, 2024  
**SUBJECT:** **City of Stanwood Strategic Plan**  
**CONTACT PERSON:** Pat Adams, Human Resources Manager  
**ATTACHMENT:** Draft City of Stanwood Strategic Plan

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The 2023-2024 work plan included the adoption of a Strategic Plan for the City of Stanwood. While the Council has historically adopted budgeting goals every two years, the City does not have a long-term Strategic Plan that outlines City priorities that span several years or budget cycles. A Strategic Plan can provide elected leaders with the framework, or roadmap, for making policy and resource decisions consistent with the City's vision and mission statements. Because strategic plans typically cover a five-to-six-year period, it also provides the time necessary to implement long-term infrastructure projects, such as the IS4 project, or economic development strategies like the Downtown Beautification initiatives. Since strategic plans are adopted by the Council, they can also be updated as needed to adapt to changing priorities.

The attached draft Plan contains goals and initiatives derived from the extensive public outreach conducted from the Comprehensive Plan project. Each goal is based on a recurring theme that was important to the community while the initiatives provide strategies on how to achieve that goal.

Attached are the draft goals and initiatives for the Committee's consideration.

**STAFF RECOMMENDATION:** That the Finance & Personnel Committee discuss the Draft City of Stanwood Strategic Plan.

*Remember Yesterday. Imagine Tomorrow.*



# STANWOOD STRATEGIC PLAN

2024 Edition



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# INTRODUCTION

This Strategic Plan is an aspirational, guiding document that will inform annual goal setting, budgeting, and programmatic evaluation processes. By articulating a long-term Community Vision, the Plan paints a picture of the desired future of the community. The vision, mission and core values listed herein were derived from community outreach efforts which included public surveys, open houses, and one-on-one discussions with City residents at special events. Out of this public outreach, four primary themes arose:

- The City of Stanwood is the commercial and cultural center of the greater Stanwood/Camano region;
- The City strives to be self-sufficient - providing employment, access to locally grown food, community activities, and a full range of goods and services for its residents and surrounding rural communities;
- Preserve our small-town character, which gives the community its distinctive identity; and
- Downtown Stanwood as the heart and core of the community.

Strategic goals for the five-year period from 2024 to 2029 focus the City on the actions and investments it needs to make now to continue to support the community's progress towards that vision. While the City of Stanwood is the primary actor in this Plan, success toward these goals will require the support of the entire community. Partnerships with community-based organizations will be needed to rally the energies and resources of Stanwood's community institutions and informal community groups to supplement and reinforce the efforts of the City.

The Vision contained on the following pages describes a community with a high quality of life and strong character, supported by a vital economy and quality City services. This Vision and the Goals that have been established to achieve this Vision, call for investments in the community that will sustain and build on those qualities that make Stanwood special.

Strong communities are built on resilient foundations. For Stanwood, investing in those foundations can preserve its heritage and maintain the vitality of a thriving City. This Plan calls for strategic investments in our parks, neighborhoods, facilities, and infrastructure that will both improve the quality of life for residents and make the community a more attractive place for new residents, new businesses, and visitors. This vitality and growth will broaden our tax base and ease the burden on individual taxpayers.

While many of the initiatives called for in this Plan can be accomplished under existing City resources, the more visionary elements will require residents to weigh the benefits of these actions with the increased financial resources that will likely be needed to support the improvements to City services and investments in capital projects called for in this Plan.

As an example, there is goal calling for improvements to and expansions of the City's parks, trails, and public spaces. These investments will enhance the quality of life for residents while strengthening the City's economic development opportunities and tourism draws. However, funding for these desired enhancements will need to be secured. More specific work plans with estimated costs, action plans, staffing, and other resources needed will be developed separately for each Goal.

# ELECTED OFFICIALS

Sid Roberts, Mayor  
Dani Gaumond, Councilmember  
Marcus Metz, Councilmember  
Darren Robb, Councilmember  
Robert 'Chili' Hicks, Councilmember  
Steve Shepro, Councilmember  
Andreena Bergman, Councilmember  
Tim Schmitt, Councilmember



Back Row: Steve Shepro, Chili Hicks, Sid Roberts, Tim Schmitt, Andreena Bergman  
Front Row: Dani Gaumond, Marcus Metz, Darren Robb

# CITY MANAGEMENT

Shawn Smith, City Administrator  
David A. Hammond, Finance Director  
Patricia Love, Community Development Director  
Kevin Hushagen, Public Works Director  
Jason Toner, Police Chief  
John Cermak, Fire Chief

# MISSION, VISION AND VALUES

## Our Mission

The Mission of the City of Stanwood is to create and maintain a community where people can live, work and play in an environment that is safe, vibrant and aesthetically pleasing. Stanwood is inclusive of everyone; includes the community in its decision-making processes; enables a thriving local economy; provides transparent government; and is responsive to the needs of the community.



## Our Vision

Promote historic downtown Stanwood as the commercial and cultural heart of the Greater Stanwood/Camano region while strategically planning for future growth and economic development opportunities of the entire City.



## Our Values



*The following core values represent the desires of the community and provides a common basis for developing and implementing the City's Strategic Plan:*

**Sense of Community:** Retain the City's strong sense of community by fostering a family friendly culture that protects the areas natural beauty, celebrates its rural roots, promotes local businesses, encourages community events, and provides spaces for people to work and play.

**Livability:** Continue to make Stanwood a desirable place to live by investing in the historic downtown, new uptown commercial areas and residential neighborhoods to create an aesthetically pleasing community.

**Mobility:** Stanwood should provide for all forms of multi-modal transportation, including trails, sidewalks, bike lanes, transit and private vehicles.



**Growth:** Apply adaptive in-fill growth management strategies to meet population and employment targets by providing a range of housing types and business opportunities that fosters a healthy community while conserving our adjacent rural lands.

**Economic Development:** Focus on retaining the City's role as the center of the Greater Stanwood area by pursuing new endeavors that support the downtown and leverage Stanwood's location as an urban center surrounded by world-class agricultural land.

**Environment:** Protect the environment while promoting access and tourism to local natural features.

**Parks:** Develop a park system that provides public spaces for all age ranges that brings people together to create a more vibrant, healthy and equitable community.

**Public Safety:** Deliver high quality public safety and other City services to ensure that Stanwood is a safe and healthy place to live, work and play.



# GOALS AND INITIATIVES



## GOAL 1

### **Strengthen our Foundations for Connecting Neighbors and Enhancing Neighborhoods.**

*This goal focuses on strengthening the physical connections between Stanwood neighborhoods and the social fabric that connects neighbors and the community as a whole; retaining a strong sense of community and fostering a family-friendly culture.*

### **Initiatives**

- Strengthen partnership with schools, non-governmental organizations, volunteers, public agencies and the business community to implement the goals and policies contained in the Comprehensive Plan.
- Work with partners to bring a strong regional approach to transportation and transit issues.
- Work with regional stakeholders to enhance rail service and related regional trail connections to Stanwood.
- Continue to partner with WSDOT to improve SR 532 intersections.
- Increase multi-modal mobility connections throughout the community through the use of complete streets guidelines.
- Prioritize connecting neighborhoods to schools, parks and shopping by improving and building new and infill sidewalks, trails and multi-purpose paths.



## GOAL 2

### **Cultivate an Outstanding Quality of Life for all Residents.**

*Continue to make Stanwood a desirable place to live by investing in the historic downtown, new uptown commercial areas and residential neighborhoods to create a safe, healthy, vibrant and esthetically pleasing community.*

### **Initiatives**

- Implementation of the Capital Improvement Program (CIP).
- Invest in Twin City Mile Project.
- Implement the City's Beautification Action Plan, improving the City's attractiveness as a regional destination.
- Adopt plans and ordinances that provide for Mixed-Use developments to encourage businesses and residents to key areas.
- Reduce our environmental impact through sustainable practices and responsible resource management.
- Collaborate with local businesses and non-profits to enhance the appearance of downtown historic Stanwood by sponsoring regular clean-up events or incentives.
- Prioritize maintenance of city-owned properties to foster a sense of community pride and investment in the shared spaces that define Stanwood.



## GOAL 3

### **Maintain Financial Stability, Efficiency and Accountability.**

*Be responsive to the needs of the community while safeguarding the financial stability and economic success of the City.*

#### **Initiatives**

- Evaluate, develop and maintain finance policies and procedures to provide clear guidance and ensure compliance.
- Simplify manual processes to drive efficiency and effectiveness, and prepare for transition to automation and digitization.
- Support continual learning through staff development plans, training and certification opportunities.
- Identify and leverage benefits of different work modes to implement a flexible work structure that is fair, equitable, agile and effective.
- Develop dynamic and forward-looking financial information to proactively support capital and operational planning.
- Define a reporting strategy to ensure timely review of information and identification of issues requiring action.



## GOAL 4

**Deliver High Quality Public Safety and Other City Services to Ensure that Stanwood is a Safe and Healthy Place to Live, Work and Play.**

*Continue to serve and partner with the community to preserve public safety and promote a safe and secure environment for all who live, work and visit the City of Stanwood.*

### Initiatives

- Encourage and fund public engagement opportunities such as National Night Out, Touch a Truck, Coffee with a Cop, Townhall Talks with the Mayor, or other similar programs to create positive community interactions with the Police Department and City Hall.
- Pursue development of Neighborhood Watch and Volunteer Citizen's Patrol.
- Create local partnerships to help address the needs of those dealing with homelessness, addiction, mental illness, abuse, poverty and veteran issues.
- Apply Crime Prevention through Environmental Design (CPTED) principles when designing parks and other City improvements.
- Access local trends and strategies to improve the City's community policing program to enhance community relationships through de-escalation/crisis training and adopting crime prevention programs that build a stronger and safer City.
- Implement code enforcement strategies to reduce nuisances, enhance visual appearance and improve overall health and safety.



## GOAL 5

**Set Clear Targets for Growth, and Implement Measures to Ensure that Growth Occurs in a Sustainable and Controlled Manner.**

*Balance the need for growth with the need to maintain stability and sustainability.*

### Initiatives

- Adopt zoning regulations that allow a variety of housing types in residential zones.
- Encourage the use of sustainable and energy efficient building materials as part of the City's land use development code.
- Apply growth management strategies to meet population and employment targets.
- Ensure public services, utilities, and infrastructure are available to accommodate growth, protect public health and safety, and enhance the quality of life for current and future residents.
- Adopt design guidelines for new development consistent with northwest architectural themes such as pitched roofs and use of natural wood and stone materials.



## GOAL 6

### Promote Local Businesses and the City as a Great Place to do Business.

*Small businesses drive the Stanwood economy, creating jobs, services, and a tax base to support City services. The City's economic development efforts will create jobs by supporting existing and new companies within our community. The focus will be on local businesses and creating a climate where they can thrive.*

### Initiatives

- Collaborate with partners, such as the School District, YMCA or the Community Resource Center, to strengthen the skills and employment opportunities of Stanwood residents.
- Update the City's Economic Development Plan to evaluate the City's current business climate, incorporate new strategies to promote economic growth, create new job opportunities, and to enhance the attractiveness of the City to potential new businesses.
- Promote Stanwood's offerings to regional visitors.
- Work with community and business partners to expand arts and cultural offerings.
- Focus economic development efforts on recruiting and retaining businesses to build a strong and sustainable local economy.
- Seek grants, or other sources of funding, to implement the City's Economic Development Plans.



## GOAL 7

### **Establish a Sustainable Model for Strengthening and Expanding our Parks, Trails and Public Spaces.**

*Improvements to our existing parks system are envisioned to increase the number, quality and diversity of the community's parks, trails and public spaces, with additional programming to activate these spaces. These important investments in the Stanwood community will require new resources to fund these improvements.*

### **Initiatives**

- Complete the downtown loop trail system, commonly known as the Stanwood Port Susan Trail.
- Fund the build out of Church Creek and Heritage Park Master Plans.
- Evaluate opportunities to locate a neighborhood park in the uptown area.
- Create inclusive and vibrant public gathering and recreational spaces for people of all ages and abilities.
- Work with partners to increase educational, recreational, and cultural opportunities.
- Establish a sustainable funding model to maintain and expand the City's existing park system.
- Assess the feasibility of establishing a Recreation Program as part of the new funding model.
- Strengthen Tribal and City cultural ties by adding historic Stillaguamish Tribal names or descriptions on park signs and the City's website.