

*City of College Place, Washington*

**ORDINANCE NO. 19-005**

**AN ORDINANCE AUTHORIZING THE ADOPTION OF UPDATES TO THE COLLEGE PLACE STRATEGIC PLAN (2017 TO 2026).**

**WHEREAS**, the City of College Place is a non-charter code city entitled to the privileges and provisions of RCW 35A; and

**WHEREAS**, Strategic Plans need to be periodically reviewed so it remains fresh and is useful to city staff in day –to-day operations of the City; and

**WHEREAS**, the plan was reviewed by city staff and various advisory boards and commissions to ensure content remains pertinent to city operations; and

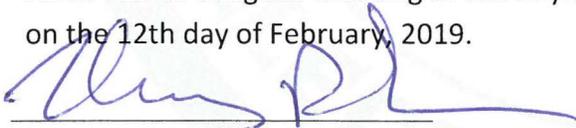
**NOW THEREFORE, THE CITY OF COLLEGE PLACE ORDAINS AS FOLLOWS**

**Section 1** – Update the hyperlink to the updated Strategic Plan attached as Exhibit 2 of this packet in College Place Municipal Code 2.10.10 – Strategic Plan Adoption.

**Section 2:** That if any section, subsection, clause, or phrase of this legislation is, for any reason held to be unconstitutional, such decision shall not affect the validity of the remaining portion of this ordinance. The City of College Place, Washington hereby declares that it would have passed this law, and each section, subsection, clause or phrase thereof, irrespective of the fact that any one more sections, subsections, sentences, clauses, and phrases be declared unconstitutional.

**Section 3.** That this law and the rules, regulations, provisions, requirements, orders, and matters established and adopted hereby shall take effect and be in full force and effect five (5) days from and after date of its final passage and adoption.

**ADOPTED** at a regular meeting of the City Council of the City of College Place, Washington held on the 12th day of February, 2019.



Harvey R. Crowder, Mayor

Attest:



Lisa R. Neissl, City Clerk

Approved as to form:



Rea Culwell, City Attorney

# City of College Place Strategic Plan, 2017-2026

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*Where small-town living and learning meet*

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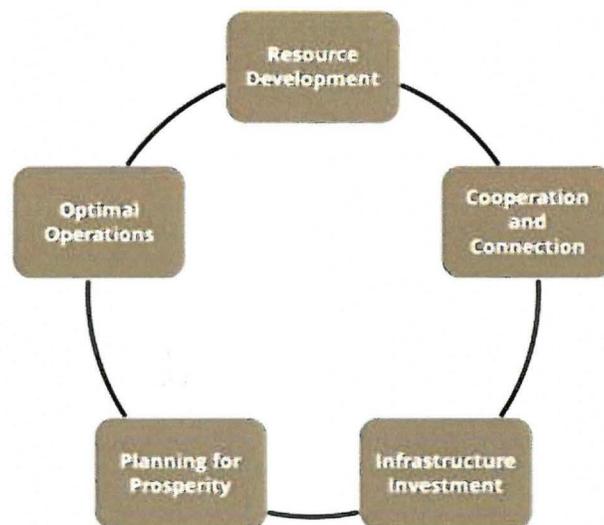
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## Introduction

The College Place Strategic Plan was developed in 2017 by listening to the community about its aspirations. Through surveys, focus groups and one-on-one conversations a picture developed for the City's current position and where it wants to be. What emerges is a picture beyond annual budgeting processes to a vision for what the City could be in 2027.

This vision together with the City's core values provide a compass. The Strategic Plan provides a foundation for prioritizing the use of resources and identifies how the City makes progress toward achieving the community's goals and objectives.

Following vision and values are key areas of activities, called Core Themes. Under each of these themes are goals and objectives laid out over the next decade which set out the work of City Council and Staff.



Objectives are supported by outcomes, the key measure of progress and milestones by year. The Strategic Plan is designed to be updated annually to reflect changing priorities and resources.

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## Vision

By 2027, College Place is noted for its vibrant downtown with a mix of small businesses and housing that interfaces with Walla Walla University that give residents and a growing tourist trade the feeling of a small town. The City has attracted large-scale commercial development along its most trafficked roads, thus growing its tax base.

Resourceful in the use of finance tools and grant opportunities, the City gets extra value from every dollar of local taxes. Resources support a staff of dedicated, competent employees adequate to provide safety and responsiveness. Deferred maintenance is a thing of the past as depreciation is funded and cash reserves prepare the city to pursue opportunities without excess risk.

Mutual respect is shared between the City Council, residents, and staff. Residents, retirees, students, professionals, and young families feel safe; they know their neighbors and many of the city employees by name. Citizens are engaged and knowledgeable of the affairs of the City due to the character of staff and the quality, timeliness, and context through which information is shared; cooperation is a community norm. Volunteerism is high across the commissions of the City.

People circulate easily irrespective of mode, whether car, foot or bike; a system of sidewalks and trails make foot traffic a preferred method to get around town. The community turns out regularly for the events calendared throughout the year, co-hosted in partnership with the municipality and institutions such as: businesses, volunteer organizations, College Place Public Schools, Rogers School, Walla Walla Valley Academy, and Walla Walla University.

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## **Values**

In its expression of civic leadership and service, Council and staff hold these core values.

### **Open and Honest**

The City is transparent and fair in its dealings. It is plain spoken in its communication. The City is engaged with its citizens in two-way communication and desires an aware and informed citizenry. The municipality is accountable for its actions and choices.

### **Cooperation**

College Place works well with others and values mutually-beneficial outcomes for the City and its partners.

### **Respect**

The City fosters respect between its Council and staff, Citizens, neighbors, its natural resources and built environment, its resident businesses to bind College Place into a sustainable and prosperous community. The City honors its heritage.

### **Service**

The City exists to provide services to its constituents. It is an organized, learning organization that makes data-driven decisions. It's employees and Council are empathetic and humble.

### **Diversity**

The City recognizes differences between people and values these differences as an asset. College Place fosters an environment where individuals find safety, dignity, and acceptance.

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## Resource Development

*To maintain its comparative advantage as a municipal government, College Place pursues new revenue streams not from increasing property tax rates, but from increasing local valuation through new commercial and residential development, while supporting not impeding development.*

## Goals and Objectives

1. The City develops and deploys a written Economic Development strategy to guide expansion of the commercial tax base.
  - a. Land is identified for commercial and residential development. (Planning)
  - b. Lodging development is pursued including the feasibility of meeting space. (Administrator)
  - c. A diversity of housing options is pursued including single-family, apartments, duplexes, condos, manufactured homes, accessory dwelling units and mixed-use. (Planning)
  - d. The City pursues a big box/chain retail development. (Administrator)
2. Downtown develops as a mixed-use zone with design standards that offer the developer a menu of possibilities rooted in a "main street" character.
  - a. Business opportunities are developed with a focus on local residents so that the local economy and indigenous wealth grows. (Economic Development Commission)
  - b. The inventory of mixed-use buildings in the downtown core increases. (Economic Development Commission)
  - c. Parking lots are developed in the downtown core close to College Avenue. (Planning)
3. The City develops a venture with the Port of Walla Walla to develop incubator properties in the community, ideally near and in association with Walla Walla University. (Mayor)
4. The City pursues urban growth expansion and an infill strategy. (Planning)
5. The City develops tourism opportunities with its partners including Visit Walla Walla, Walla Walla University, Walla Walla Valley Chamber of Commerce, and local service businesses.

## Timeline and Outcomes

Year	Activity	Result
2018	1-a. 1-c. 2-a.  2-b.  4.	The land inventory is updated. Housing chapter adopted in Comprehensive Plan. The number of business starts on and near College Ave. are tracked and reported to Council at least annually. The number of mixed-use properties on and near College Ave. are tracked and reported to Council at least annually. Urban Growth Area is redefined with an incorporated infill strategy that includes adding County property to the City Limits.
2019	1-a. 1-b. 1-c. 2-a.  2-b.	The land inventory is updated. Ground breaks on a lodging property development Housing Chapter action plan is reviewed. The number of business starts on and near College Ave. are tracked and reported to Council at least annually. The number of mixed-use properties on and near College Ave. are tracked and reported to Council at least annually.
2020	1-a. 1-c. 1-d. 2-a.  2-b.	The land inventory is updated. Housing Chapter action plan is reviewed. Signed commitment from a new big-box store. The number of business starts on and near College Ave. are tracked and reported to Council at least annually. The number of mixed-use properties on and near College Ave. are tracked and reported to Council at least annually.
2021	1-a. 1-c. 2-a.  2-b.	The land inventory is updated. Housing Chapter action plan is reviewed. The number of business starts on and near College Ave. are tracked and reported to Council at least annually. The number of mixed-use properties on and near College Ave. are tracked and reported to Council at least annually.
2022	1-a. 1-c. 2-a.  2-b.	The land inventory is updated. Housing Chapter action plan is reviewed. The number of business starts on and near College Ave. are tracked and reported to Council at least annually. The number of mixed-use properties on and near College Ave. are tracked and reported to Council at least annually.
2023	1-a. 1-c. 1-d. 2-a.  2-b.	The land inventory is updated. Housing Chapter action plan is reviewed. Commercial big box development opens. The number of business starts on and near College Ave. are tracked and reported to Council at least annually. The number of mixed-use properties on and near College Ave. are tracked and reported to Council at least annually.
2024	1-a. 1-c. 1-d. 2-a.  2-b.	The land inventory is updated. Housing Chapter action plan is reviewed. Big-box store opens. The number of business starts on and near College Ave. are tracked and reported to Council at least annually. The number of mixed-use properties on and near College Ave. are tracked and reported to Council at least annually.

2025	1-a. 1-c. 2-a.  2-b.  3.	The land inventory is updated. Housing Chapter action plan is reviewed. The number of business starts on and near College Ave. are tracked and reported to Council at least annually. The number of mixed-use properties on and near College Ave. are tracked and reported to Council at least annually. A facility with flexible space is planned with sustainable funding.
2026	1-a. 1-c. 2-a.  2-b.  2.c.	The land inventory is updated. Housing Chapter action plan is reviewed. The number of business starts on and near College Ave. are tracked and reported to Council at least annually. The number of mixed-use properties on and near College Ave. are tracked and reported to Council at least annually. A plan for parking lot development is complete.

## Cooperation and Connection

*The City values connection with its residents and to its heritage. The City strives for win-win outcomes in relationships and partnerships internally and externally. The City's residents value connection to each other, which the City fosters and grows.*

### Goals and Objectives

1. Create annual community events
  - a. Identify opportunity for specific College Place events that are tied to Walla Walla University, Adventist Schools, or College Place Public Schools activities like Alumni Weekend and graduations. (Economic Development Commission)
  - b. Create events which draw visitors from neighboring communities and regions. (Economic Development Commission)
2. The City's outreach program effectively reaches all of its population.
  - a. Develop a City Brand guidelines (Administrator)
  - b. Students are actively involved in College Place City Council meetings and Council is involved at schools. (Council)
  - c. The City increases the use and effectiveness of social media channels that are used by stakeholders. (Departmental Social Media Managers)
  - d. The City maintains an active release of news to local media outlets for regularly occurring items and crisis communication. (Administrator)
  - e. School events are promoted to the Community. (Finance)
3. The City explores the feasibility of a multi-use community center. (Parks, Arbor & Recreation Commission)

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4. The City shares leadership with its residents through volunteer service on Commissions, as follows. (Human Resources)
    - a. Planning Commission
    - b. Historic Preservation Commission
    - c. Civil Service Commission
    - d. Economic Development, Tourism, and Events Commission
    - e. Parks, Arbor, and Recreation Board
  5. Walla Walla University and City of College Place staff and administration participate on each other's boards and commissions in order to mutually aid their missions. (Mayor)
  6. College Place builds and fosters interlocal partnerships in the following areas. (Mayor and Administrator)
    - a. Utilities
    - b. Bidding on joint construction projects
    - c. Library
    - d. Court
    - e. Information Technology
    - f. Emergency Management
    - g. School security
    - h. Park and Recreation programs

### Timeline and Outcomes

Year	Activity	Result
2018	1. 2-a.  2-e. 4.  6.	One College Place event is calendared in association with a key partner. Brand guidelines are adopted by Council including logo, seal, fonts, etc. Staff provides social media report to Council highlighting channels, number of followers and number of posts. Administrator presents annual report of news coverage and reporting. School event information is included in utility statement mailings. All Commissions are fully appointed with local residents by Council who also monitor calendaring of commission meetings. The number of interlocal agreements increases.
2019	1-b. 3-b.  2-e. 4.	Lead sponsor is secured for community event. Youth attend at least half of the Council's meetings. Staff provides social media report to Council highlighting channels, number of followers and number of posts. Administrator presents annual report of news coverage and reporting. School event information is included in utility statement mailings. All Commissions are fully appointed with local residents by Council who also monitor calendaring of commission meetings.

	5. 6.	Representatives from each entity sits on the others boards and commissions The number of interlocal agreements increases.
2020	2-e. 3. 4. 6.	Staff provides social media report to Council highlighting channels, number of followers and number of posts. Administrator presents annual report of news coverage and reporting. School event information is included in utility statement mailings. City has a designated community center. All Commissions are fully appointed with local residents by Council who also monitor calendaring of commission meetings. The number of interlocal agreements increases.
2021	2-e. 4. 6.	Staff provides social media report to Council highlighting channels, number of followers and number of posts. Administrator presents annual report of news coverage and reporting. School event information is included in utility statement mailings. All Commissions are fully appointed with local residents by Council who also monitor calendaring of commission meetings. The number of interlocal agreements increases.
2022	2-e. 4. 6.	Staff provides social media report to Council highlighting channels, number of followers and number of posts. Administrator presents annual report of news coverage and reporting. School event information is included in utility statement mailings. All Commissions are fully appointed with local residents by Council who also monitor calendaring of commission meetings. The number of interlocal agreements increases.
2023	2-e. 4. 6.	Staff provides social media report to Council highlighting channels, number of followers and number of posts. Administrator presents annual report of news coverage and reporting. School event information is included in utility statement mailings. All Commissions are fully appointed with local residents by Council who also monitor calendaring of commission meetings. The number of interlocal agreements increases.
2024	2-e. 4. 6.	Staff provides social media report to Council highlighting channels, number of followers and number of posts. Administrator presents annual report of news coverage and reporting. School event information is included in utility statement mailings. All Commissions are fully appointed with local residents by Council who also monitor calendaring of commission meetings. The number of interlocal agreements increases.
2025	2-e. 4. 6.	Staff provides social media report to Council highlighting channels, number of followers and number of posts. Administrator presents annual report of news coverage and reporting. School event information is included in utility statement mailings. All Commissions are fully appointed with local residents by Council who also monitor calendaring of commission meetings. The number of interlocal agreements increases.
2026	2-e. 4. 6.	Staff provides social media report to Council highlighting channels, number of followers and number of posts. Administrator presents annual report of news coverage and reporting. School event information is included in utility statement mailings. All Commissions are fully appointed with local residents by Council who also monitor calendaring of commission meetings. The number of interlocal agreements increases.

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## Infrastructure Investment

*A healthy and vital College Place requires new and renewing investments above and below ground. Residents expect and receive reliable and safe services from these investments.*

### Goals and Objectives

1. The City develops a fully-funded storm water utility. (Engineer)
2. The City Council provides adequate budget to allow the staff to supply water to all residents within the City limits. (Public Works)
  - a. Water treatment infrastructure is replaced in the next ten years (Public Works)
  - b. Water rights and water availability are secured. (Public Works)
3. The City has a fully-funded wastewater utility. (Public Works)
  - a. The City has a plan to replace aging collection system. (Public Works)
  - b. The aquifer is recharging. (Public Works)
4. All local streets are refurbished and/or rebuilt.
  - a. The Transportation Benefit District has a funding mechanism that begins to fund renewal. (Administrator)
  - b. There are sidewalks, bike lanes and sharrows where practicable, preserving character of historic neighborhoods. (Planning)
  - c. Fully-controlled intersections are constructed at important crossings. (Engineering)
  - d. LED Street lights expands LED Street lights throughout the City. (Engineering)
5. Working with partners, the City promotes sustainability and conservation in the use of renewable resources, such as facilitating solar array installation on roofs and walls. (Planning)
6. Development regulations integrate smart-growth and form-based zoning. (Planning)
7. The City provides internet access as key infrastructure. (Mayor and Administrator)
  - a. Community-wide Wi-Fi improves access to internet.
  - b. Fiber cable is installed wherever development occurs.

## Timeline and Outcomes

Year	Activity	Result
2018	5.	The linear feet of wastewater pipe replaced is reported to Council (Add to each year) Comprehensive Plan has chapter on sustainability.
2019	3-b. 5. 5. 5.	Water rights are secured sufficient to meet projected demand beyond 2034. A new right and two new wells are online. The linear feet of wastewater pipe replaced or relined is reported to Council. The linear feet of water lines replaced or relined is reported to Council. The linear feet of stormwater lines replaced or relined is reported to Council.
2020	4. 5. 5. 5. 6.	A street and sidewalk condition assessment is completed that includes criteria for prioritizing projects. The linear feet of wastewater pipe replaced or relined is reported to Council. The linear feet of water lines replaced or relined is reported to Council. The linear feet of stormwater lines replaced or relined is reported to Council. Development regulations revisions include smart-growth and form-based zoning.
2021	1. 5. 5. 5.	Storm water utility is fully funded, developed and staffed. The linear feet of wastewater pipe replaced or relined is reported to Council. The linear feet of water lines replaced or relined is reported to Council. The linear feet of stormwater lines replaced or relined is reported to Council.
2022	3-c. 5. 5. 5.	LED lights power all City street lights The linear feet of wastewater pipe replaced or relined is reported to Council. The linear feet of water lines replaced or relined is reported to Council. The linear feet of stormwater lines replaced or relined is reported to Council.
2023	5. 5. 5. 7.	The linear feet of wastewater pipe replaced or relined is reported to Council. The linear feet of water lines replaced or relined is reported to Council. The linear feet of stormwater lines replaced or relined is reported to Council. Integration strategy with Green Tank Irrigation District.
2024	4-a. 5. 5. 5.	Transportation Benefit District is monetized and collects tax revenue. The linear feet of wastewater pipe replaced or relined is reported to Council. The linear feet of water lines replaced or relined is reported to Council. The linear feet of stormwater lines replaced or relined is reported to Council.
2025	2. 3. 5. 5. 5.	All residents have access to municipal water supply. The wastewater utility meets WA Department of Ecology requirements. The linear feet of wastewater pipe replaced or relined is reported to Council. The linear feet of water lines replaced or relined is reported to Council. The linear feet of stormwater lines replaced or relined is reported to Council.
2026	2-a. 7. 5. 5. 5. 8.	Water treatment facilities are current and adequate to future demand. The number and percentage of households with internet access along with top speed are reported to Council. The linear feet of wastewater pipe replaced or relined is reported to Council. The linear feet of water lines replaced or relined is reported to Council. The linear feet of stormwater lines replaced or relined is reported to Council. Aquifer retention.

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## Planning for Prosperity

*The City uses transparent and accountable planning processes so residents understand how College Place grows and changes. Planning documents are clear with a vision for how to sustainably fund services while maintaining high levels of citizen satisfaction and add to the local population as well as the Urban Growth Area (UGA).*

### Goals and Objectives

1. The City produces and adopts a Comprehensive Plan
  - a. There is a written redevelopment strategy for the College Avenue corridor. (Planning)
  - b. An historic preservation strategy is developed. (Historic preservation commission)
  - c. The City develops, maintains and funds a sustainable infrastructure replacement plan. (Finance)  
The City has a Parks master plan that meets RCO standards and integrates the Blue Mountain Regional Trail Network (Parks, Arbor and Recreation Board)
  - d. The Walla Walla University Master Plan is integrated. (Mayor and Administrator)
2. City government is flexible enough to permit innovation.
  - a. Lean methodologies are applied to continuously improve the City's development processes. (Mayor and Administrator)
  - b. Municipal code is simplified to improve usability. (City Clerk)
3. By 2027, the City will complete its third Comprehensive plan.

### Timeline and Outcomes

Year	Activity	Result
2018	1.	Comprehensive Plan includes a chapter on Downtown development.
2019	2. 2.	Report to Council on the number of process improvement groups formed. Number of code revision ordinances passed per year
2020	2.	Report to Council on the number of process improvement groups formed.
2021	2.	Report to Council on the number of process improvement groups formed.
2022	2.	Report to Council on the number of process improvement groups formed.

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		Urban Growth Area reviewed by the Planning Commission and City Council.
2023	2.	Report to Council on the number of process improvement groups formed.
2024	2.	Report to Council on the number of process improvement groups formed.
2025	2.	Report to Council on the number of process improvement groups formed.
2026	2. 3.	Report to Council on the number of process improvement groups formed. Comprehensive Plan development commences.

## Optimal Operations

*People of high character and capability power successful City operations. The City Council values its staff and sees Human Resources as its greatest asset. Integrating infrastructure and people are systems and tools that are current and people know how to use.*

### Goals and Objectives

1. The City is staffed to reflect nationally-recognized human resource levels.
  - a. The City Police department is staffed to State governing agency criteria and sustainably funded. (Council)
  - b. The City Fire department is staffed State governing agency criteria and sustainably funded. (Council)
  - c. The City Public Works, Planning, Building, and Engineering departments are adequately staffed and sustainably funded. (Council)
2. The City constructs new and modifies existing City facilities based on nationally-recognized standards. (Engineering)
3. The City has a robust Human Resource function.
  - a. Staff have opportunities for professional development and training. (Human resources)
  - b. The City is prepared for succession in key leadership positions. (Human Resources)
  - c. A learning culture is fostered. (Mayor and administrator)
4. GIS is used for comparative advantage and municipal leadership. (Administrator)

## Timeline and Outcomes

Year	Activity	Result
2018	3-a. 4.	Number of professional training classes conducted and attended are reported annually. Total number of GIS uses reported.
2019	1. 3-a. 4.	Incremental changes in staffing levels Number of professional training classes conducted and attended are reported annually. Total number of GIS uses reported.
2020	1. 3-a. 4.	Incremental changes in staffing levels Number of professional training classes conducted and attended are reported annually. Total number of GIS uses reported.
2021	1. 2. 3-a. 4.	Incremental changes in staffing levels Capital facility plan recognizes changing space and use requirements for City services. Number of professional training classes conducted and attended are reported annually. Total number of GIS uses reported.
2022	1. 3-a. 4.	Incremental changes in staffing levels Number of professional training classes conducted and attended are reported annually. Total number of GIS uses reported.
2023	1. 3-a. 4.	Incremental changes in staffing levels Number of professional training classes conducted and attended are reported annually. Total number of GIS uses reported.
2024	1. 3-a. 4.	Incremental changes in staffing levels Number of professional training classes conducted and attended are reported annually. Total number of GIS uses reported.
2025	1. 3-a. 4.	Incremental changes in staffing levels Number of professional training classes conducted and attended are reported annually. Total number of GIS uses reported.
2026	1. 3-a. 4.	Incremental changes in staffing levels Number of professional training classes conducted and attended are reported annually. Total number of GIS uses reported.

## Summary

### Resource Development

1. The City develops and deploys a written Economic Development strategy to guide expansion of the commercial tax base.
  - a. Land is identified for commercial and residential development. (Planning)
  - b. Lodging development is pursued including the feasibility of meeting space. (Administrator)
  - c. A diversity of housing options is pursued including single-family, apartments, duplexes, condos, manufactured homes, accessory dwelling units and mixed-use. (Planning)
  - d. The City pursues a big box/chain retail development. (Administrator)

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2. Downtown develops as a mixed-use zone with design standards that offer the developer a menu of possibilities rooted in a “main street” character.
    - a. Business opportunities are developed with a focus on local residents so that the local economy and indigenous wealth grows. (Economic Development Commission)
    - b. The inventory of mixed-use buildings in the downtown core increases. (Economic Development Commission)
    - c. Parking lots are developed in the downtown core close to College Avenue. (Planning)
  3. The City develops a venture with the Port of Walla Walla to develop incubator properties in the community, ideally near and in association with Walla Walla University. (Mayor)
  4. The City pursues urban growth expansion and an infill strategy. (Planning)
  5. The City develops tourism opportunities with its partners including Visit Walla Walla, Walla Walla University, Walla Walla Valley Chamber of Commerce, and local service businesses. (Administrator)

### Cooperation and Connection

1. Create annual community events
  - a. Identify opportunity for specific College Place events that are tied to Walla Walla University, Adventist Schools, or College Place Public Schools activities like Alumni Weekend and graduations. (Economic Development Commission)
  - b. Create events which draw visitors from neighboring communities and regions. (Economic Development Commission)
2. The City’s outreach program effectively reaches all of its population.
  - a. Develop a City Brand guidelines (Administrator)
  - b. Students are actively involved in College Place City Council meetings and Council is involved at schools. (Council)
  - c. The City increases the use and effectiveness of social media channels that are used by stakeholders. (Departmental Social Media Managers)
  - d. The City maintains an active release of news to local media outlets for regularly occurring items and crisis communication. (Administrator)
  - e. School events are promoted to the Community. (Finance)
3. The City explores the feasibility of a multi-use community center. (Parks, Arbor & Recreation Commission)
4. The City shares leadership with its residents through volunteer service on Commissions, as follows. (Human Resources)
  - a. Planning Commission
  - b. Historic Preservation Commission
  - c. Civil Service Commission
  - d. Economic Development, Tourism, and Events Commission
  - e. Parks, Arbor, and Recreation Board
5. Walla Walla University and City of College Place staff and administration participate on each other’s boards and commissions in order to mutually aid their missions. (Mayor)
6. College Place builds and fosters interlocal partnerships in the following areas. (Mayor and Administrator)

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- a. Utilities
  - b. Bidding on joint construction projects
  - c. Library
  - d. Court
  - e. Information Technology
  - f. Emergency Management
  - g. School security
  - h. Park and Recreation programs

### **Infrastructure Investment**

1. The City develops a fully-funded storm water utility. (Engineer)
2. The City Council provides adequate budget to allow the staff to supply water to all residents within the City limits. (Public Works)
  - a. Water treatment infrastructure is replaced in the next ten years (Public Works)
  - b. Water rights and water availability are secured. (Public Works)
3. The City has a fully-funded wastewater utility. (Public Works)
  - a. The City has a plan to replace aging collection system. (Public Works)
  - b. The aquifer is recharging. (Public Works)
4. All local streets are refurbished and/or rebuilt.
  - a. The Transportation Benefit District has a funding mechanism that begins to fund renewal. (Administrator)
  - b. There are sidewalks, bike lanes and sharrows where practicable, preserving character of historic neighborhoods. (Planning)
  - c. Fully-controlled intersections are constructed at important crossings. (Engineering)
  - d. LED Street lights expands LED Street lights throughout the City. (Engineering)
5. Working with partners, the City promotes sustainability and conservation in the use of renewable resources, such as facilitating solar array installation on roofs and walls. (Planning)
6. Development regulations integrate smart-growth and form-based zoning. (Planning)
7. The City provides internet access as key infrastructure. (Mayor and Administrator)
  - a. Community-wide Wi-Fi improves access to internet.
  - b. Fiber cable is installed wherever development occurs.

### **Planning for Prosperity**

1. The City produces and adopts a Comprehensive Plan
  - a. There is a written redevelopment strategy for the College Avenue corridor. (Planning)
  - b. An historic preservation strategy is developed. (Historic preservation commission)
  - c. The City develops, maintains and funds a sustainable infrastructure replacement plan. (Finance)

The City has a Parks master plan that meets RCO standards and integrates the Blue Mountain Regional Trail Network (Parks, Arbor and Recreation Board)

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- d. The Walla Walla University Master Plan is integrated. (Mayor and Administrator)
  2. City government is flexible enough to permit innovation.
    - a. Lean methodologies are applied to continuously improve the City's development processes. (Mayor and Administrator)
    - b. Municipal code is simplified to improve usability. (City Clerk)
  3. By 2027, the City will complete its third Comprehensive plan.

### **Optimal Operations**

1. The City is staffed to reflect nationally-recognized human resource levels.
  - a. The City Police department is staffed to State governing agency criteria and sustainably funded. (Council)
  - b. The City Fire department is staffed State governing agency criteria and sustainably funded. (Council)
  - c. The City Public Works, Planning, Building, and Engineering departments are adequately staffed and sustainably funded. (Council)
2. The City constructs new and modifies existing City facilities based on nationally-recognized standards. (Engineering)
3. The City has a robust Human Resource function.
  - a. Staff have opportunities for professional development and training. (Human resources)
  - b. The City is prepared for succession in key leadership positions. (Human Resources)
  - c. A learning culture is fostered. (Mayor and administrator)
4. GIS is used for comparative advantage and municipal leadership. (Administrator)

### **Revising the Plan**

The plan will be reviewed and updated annually. Recommendations for any interim changes to the plan should address the following questions:

- Why should the changes be made?
- What specific changes should be made, including to areas, goals, objectives, strategies timelines and responsibilities?