



# City of Port Angeles Strategic Plan 2019-2020 – Approved by Council January 15, 2019

**Vision:** The City of Port Angeles is vibrant and prospering, nurturing a balance of innovation and tradition to create an environmentally, economically, and fiscally sustainable community, accepting and cherishing its social diversity, small-town character and natural setting.

2 years from now, in order to... / we must... / by focusing resources to... / we will...

	<b>Objectives</b> (words)	<b>Goals</b> (numbers)	<b>Strategies</b> (words)	<b>Actions / Measures</b> (numbers)
Quality of Life	<p>1. Preserve long-term economic, ecological and social wellbeing while demonstrating innovative and desirable urban design principles.</p>	<p>Adopt plans and policies by the end of 2020 that pave the way for:</p> <p>A. Increased density for all land uses.</p> <p>B. Diverse housing options in attractive mixed-use neighborhoods.</p> <p>C. Improved multi-modal transportation corridors.</p> <p>D. Enhanced aesthetic that celebrates unique local history, climate, and culture.</p>	<ul style="list-style-type: none"> <li>• Implement zoning to encourage infill and support mixed-use development in existing neighborhoods</li> <li>• Create process for consistent code enforcement efforts</li> <li>• Improve transportation circulation patterns and amenities for walking, biking, and connecting neighborhoods to downtown, commercial districts and trail systems</li> <li>• Improve design and beautification efforts in parks, downtown, and visitor areas</li> </ul>	<p><b>A. Increased density and efficient land use:</b></p> <ol style="list-style-type: none"> <li>1. Implement City Code Compliance Program; hire necessary staff by Dec 31, 2019 <b>CED, Legal, PD</b> <ul style="list-style-type: none"> <li>• Evaluate implementation of 311 or similar system in conjunction with code compliance program December 31, 2020 <b>CM (IT Division)</b></li> </ul> </li> <li>2. Evaluate vacant property fees/tax by Dec 31, 2019 <b>Legal</b></li> <li>3. Annual Assessment of progress per AIA Urban Design Study Dec. 31, 2019 <b>CM</b></li> <li>4. Leverage city-owned assets for development (list) by Dec 31, 2020 <b>CM, PW</b></li> <li>5. Evaluate feasibility of Volunteer Coordinator by Dec 31, 2020 <b>CM (HR)</b></li> </ol> <hr/> <p><b>B. Diverse housing options:</b></p> <ol style="list-style-type: none"> <li>1. Complete Housing Needs Assessment by Feb 2019 <b>CED</b> and begin implementation of assessment</li> <li>2. Update subdivision code to encourage infill by Dec 31, 2020 <b>CED</b></li> </ol> <hr/> <p><b>C. Multi-modal transportation:</b></p> <ol style="list-style-type: none"> <li>1. Implement Complete Streets Policy for transportation improvements that encourage safe biking, walking, and transit use.           <ul style="list-style-type: none"> <li>• Complete 10<sup>th</sup> Street construction June 30, 2019 <b>PW</b></li> <li>• Complete 90% Construction Drawings for Lincoln Street by Dec 31, 2020 <b>PW</b></li> <li>• Hill Street Bid Package Dec 31, 2019 <b>PW, CED</b></li> <li>• Race Street Complete Design Dec 31, 2020 <b>CED</b></li> </ul> </li> <li>2. Provide multi-modal transportation maps by Dec 31, 2019 <b>PW</b></li> </ol> <hr/> <p><b>D. Enhanced aesthetic:</b></p> <ol style="list-style-type: none"> <li>1. Prepare bid-ready Wayfinding Plans by Dec 31, 2019 <b>CED</b></li> <li>2. Update Sign Code by Dec 31, 2019 <b>CED, Legal</b></li> <li>3. Implement form-based techniques into zoning code updates by Dec 31, 2020 <b>CED</b></li> <li>4. Improve Civic Field ADA sidewalk/entrance by June 30, 2019 <b>P&amp;R</b></li> <li>5. Implement tobacco-free ordinance in parks and public spaces by Nov 30, 2019 <b>P&amp;R</b></li> <li>6. Replace Erickson Playfield Dream Playground by Dec 31, 2020 <b>P&amp;R</b></li> <li>7. Remove unsafe playgrounds and plan for park revitalization: Lincoln Park, Charles Wilson Park, Wolverton Park, and Pirate Ship at City Pier by Dec 31, 2020 <b>P&amp;R</b></li> <li>8. Review and analysis of existing landscape standards and policy, identify gaps in policy and gaps in enforcement for upholding City landscape standards and tree stewardship by Sep 30, 2019 <b>CM &amp; Multiple Departments</b></li> <li>9. Public Restroom Replacement and assessment of bathroom facility availability by Dec 31, 2019 <b>P&amp;R</b></li> </ol>

	<b>Objectives</b> (words)	<b>Goals</b> (numbers)	<b>Strategies</b> (words)	<b>Actions / Measures</b> (numbers)
Financial Capacity	2. Build financial capacity to provide consistent, quality municipal services and infrastructure improvements.	A. Identify City 5-year priorities reflecting forecasted revenues, expenses, and Council-driven budget goals by <u>year end 2020</u> .	<ul style="list-style-type: none"> <li>• Leverage City-owned assets</li> <li>• Source new revenue streams</li> <li>• Evaluate multiple funding models:               <ul style="list-style-type: none"> <li>~ State / Federal grants</li> <li>~ Property and asset sales</li> <li>~ Special benefit districts</li> <li>~ Public-private enterprise</li> <li>~ Expand tax base</li> </ul> </li> </ul>	<p>A. <i>5-year priorities reflecting forecasted revenues, expenses:</i></p> <ol style="list-style-type: none"> <li>1. Update Long Range Financial Plan for 2019-24 by Aug 31, 2019 <b>Finance</b></li> <li>2. Provide Capital Facilities Plan for 2020-25 by May 8, 2019 <b>Finance</b></li> <li>3. Plan for maturity of L.T.G.O. Bond by July 31, 2019 <b>Finance</b></li> <li>4. Update Affordability Index to assess local taxes, utility rates, and disposable income against regional benchmarks by June 30, 2019 <b>Finance, PW</b></li> <li>5. Complete COSA by June 30, 2019 <b>Finance</b></li> </ol>
Organizational Excellence	3. Exemplify excellence in government and community leadership.	<p>Adopt plans and policies by the end of 2020 that support and enable:</p> <p>A. Identify 3 new or improved methods of promoting community awareness of City plans, programs and services by 2020.</p> <p>B. Increase Council inter-jurisdictional collaboration.</p> <p>C. Taking care of what we have.</p>	<ul style="list-style-type: none"> <li>• Upgrade tools and technology for internal efficiency, transparency, and convenience for public use</li> <li>• Improve external communication and protocols for managing public expectations</li> <li>• Leverage community groups to provide for citizen involvement</li> <li>• Create inter-jurisdictional Community Agendas led by City Council members</li> <li>• Collaborate with agencies and organizations</li> </ul>	<p>A. <i>Community Awareness:</i></p> <ol style="list-style-type: none"> <li>1. Define Levels of Service Dec 31, 2019 <b>CM, All Departments</b></li> <li>2. Implement Communication Plan by Dec 31, 2020 <b>CM</b></li> <li>3. Complete a community-driven Climate Action Plan by Nov 30, 2019 <b>Council, FD</b> <ul style="list-style-type: none"> <li>• Identify feasible steps of zero waste, 100% recycling and renewables <b>PW</b> Dec 31, 2020</li> </ul> </li> <li>4. Continue Community Agenda topics: a) Housing, b) Homelessness issues, c) Schools, d) Opioid crisis, e) Creeks Ongoing <b>Council</b></li> <li>5. Continue work on continuity of operations planning by Dec 31, 2019 <b>FD</b></li> <li>6. Mass notification system training by Dec 31, 2019 <b>FD</b></li> </ol> <hr/> <p>B. <i>Interjurisdictional Collaboration:</i></p> <ol style="list-style-type: none"> <li>1. Provide City leadership to facilitate community-driven disaster preparedness (e.g. map your neighborhood) by Dec 31, 2020 <b>FD</b></li> <li>2. Implement Community Paramedicine Program in 2019 &amp; secure funding by Dec 31, 2020 <b>FD</b></li> <li>3. PEN COM/JEFF COM Regionalization – merge dispatch database and deploy single enterprise software solution for both counties Dec 31, 2020 <b>PD</b></li> <li>4. Emergency Operations Center by December 31, 2020 <b>FD &amp; PD</b></li> <li>5. Police Explorer Post – deploy police explorer program with vetted youth, trained law enforcement, partnership w/Boy Scouts Dec 31, 2020 <b>PD</b></li> <li>6. Clallam County PUD resolve long term water and electrical agreement concerns by Dec 31, 2020 <b>PW</b></li> <li>7. Dry Creek water agreement resolve long term water concerns by Dec 31, 2019 <b>PW</b></li> </ol> <hr/> <p>C. <i>Taking Care of What We Have:</i></p> <ol style="list-style-type: none"> <li>1. WA Association of Sheriffs and Police Chiefs Re-Accreditations Dec 31, 2019 <b>PD</b></li> <li>2. Identify and evaluate the viability and values of excess properties not being used for municipal purpose by Dec 31, 2019 (e.g. Morse Creek) <b>CM, Legal, PW</b></li> <li>3. Implement life-cycle asset management plan for replacement costs by Sep 30, 2020 <b>Finance, PW, P&amp;R</b></li> <li>4. Manage claims by and against the City relating to Harbor Cleanup Dec 31, 2019 <b>Legal</b></li> <li>5. Analyze response times and fire related impacts to housing development Dec 31, 2020 in conjunction with EOD <b>FD</b></li> </ol>

Department Key:

1. FD: Fire Department
2. PD: Police Department
3. P&R: Parks and Recreation

4. PW: Public Works
5. Legal
6. CED: Community and Economic Development

7. Finance
8. CM: City manager