

# LAKWOOD CITY COUNCIL GOALS

**Lakewood is a thriving, urban, South Puget Sound City, possessing the core values of family, community, education and economic prosperity. We will advance these values by recognizing our past, taking action in the present, and pursuing a dynamic future.**

- *The City Council's vision for Lakewood at its 30 Year Anniversary is a community:*
- *Inspired by its own sense of history and progress;*
- *Known for its safe and attractive neighborhoods, vibrant downtown, active arts and cultural communities;*
- *Sustained by robust economic growth and job creation;*
- *Recognized for the excellence of its public and private schools, and its community and technical colleges;*
- *Characterized by the beauty of its lakes, parks and natural environment;*
- *Acknowledged for excellence in the delivery of municipal services;*
- *Leveraging and embracing of our diversity; and*
- *Supportive of Joint Base Lewis McChord (JBLM), Camp Murray, service members and their families.*

The purpose of the City Council Goals is to direct our community toward positive change and serve as the policy direction for City government as well as the policy guide for developing and implementing the City's 2021-2022 biennial budget. Council goals guide the allocation of resources through the budget and capital improvement program to assure that organizational work plans and projects are developed and achieved that move the community forward. The City Council acknowledges that city operations will be impacted by the continuation of the Coronavirus pandemic. The City Council's goals are intended to provide the organization with guidance and direction for the next biennium as the city continues to navigate and respond to the effects of the pandemic

Operational values improve and optimize the functional performance of the City to achieve the Goals and Objectives listed in this plan.

- Regional Partnerships – The City encourages and participates in regional approaches to service delivery to the extent that a regional model produces efficiencies and cost savings, and ultimately improves service to our citizens.
- Efficiency – The City is committed to providing public services in the most efficient manner possible and maximizing the public's return on its investment. The City will concentrate efforts on data-driven decisions that optimize available resources.
- Accountability – The City of Lakewood is accountable to the community for the achievement of goals. The City will identify meaningful metrics and determine a series of benchmark goals. The City will track performances over the next three years, adjusting when necessary to optimize services.
- Proactive Focus – The City proactively focuses on the entire condition of the City. The City will promote long-term financial and strategic planning backed by quantifiable data and analysis.

# ECONOMIC DEVELOPMENT

**GOAL: The City of Lakewood promotes and supports a dynamic and robust local economy.**

## **Objectives:**

### **I.1 Align economic goals and resources across departments.**

- A. Implement and continue to adjust the City's comprehensive economic development strategy to attract and preserve family and high wage jobs.
- B. Review and develop prudent business incentives that enhance economic development.
- C. Direct growth through sound planning. Update land use codes as necessary and continue to improve internal processes, including the implementation of new technologies.

### **I.2 Pursue infrastructure improvements vital to economic development and to bolster the City's competitiveness.**

- A. Implement catalyst projects that promote private investment, i.e., the Downtown Plan, Woodbrook Business Park, and "Lakewood Landing," and the Sounder Station District.
- B. Improve underutilized commercial land, e.g., the WSDOT facility, revise of zoning regulations where appropriate, minimize nonconforming uses, and perform an analysis on Western State Hospital impact and possibilities.
- C. Expand and improve utilities and community assets, such as sewers, libraries, parks, public spaces, etc.

### **I.3 Enhance and diversify housing stock and improve multi-generational community assets.**

- A. Improve and expand programs and policies to increase homeownership, diversify housing stock, and preserve existing housing to meet community needs.
- B. Continue to support youth and senior programming and expand community events.
- C. Support and preserve historical, cultural, and environmental places of significance.

### **I.4 Foster collaborative and advantageous partnerships with businesses, community members, non-profits, and regional partners.**

- A. Be a leader in local economic development, regional transportation and planning policies.
- B. Continue partnership with JBLM and Camp Murray to improve connectivity, land use development, and transportation.
- C. Expand partnerships with the Chamber of Commerce, neighborhood groups and associations, and other civic groups.
- D. Develop an educated workforce through collaboration with local educational institutions to leverage collective resources and to enhance K-12 and higher education opportunities.

### **I.5 Promote and facilitate sustainable economic development.**

- A. Focus resources on business creation, retention, and expansion.
- B. Promote an entrepreneurial environment, encourage a balance of manufacturing, commercial, and retail businesses.
- C. Continue to leverage and improve City assets, e.g., location, access, lakes, parks, civic engagement opportunities, transit options, and cultural amenities.

# DEPENDABLE INFRASTRUCTURE

**GOAL:** *The City of Lakewood provides safe, clean, well-maintained, and dependable infrastructure.*

## **Objectives:**

### **2.1 Implement capital infrastructure projects to improve transportation, park, utility systems.**

- A. Identify future transportation and determine advantageous and sustainable funding strategies. Update the comprehensive plan and six-year TIP when necessary.
- B. Expand neighborhood infrastructure improvements to increase accessibility and connectivity to roadways, parks, public spaces, and public buildings.
- C. Provide quality and diverse park and recreation system making strategic additions when prudent.
- D. Implement innovative technology solutions to enhance accessibility, operations, and City services.
- E. Partner with community members and stakeholders to identify and implement infrastructure solutions.

### **2.2 Invest in preventative maintenance of facilities, parks, and streets to protect City assets.**

- A. Maintain infrastructure using best management practices to ensure it is reliable, safe, aesthetically pleasing, cost effective, and improves municipal services.

### **2.3 Advance infrastructure projects that enhance the City's identity and diversity.**

- A. Enhance and upgrade street amenities, public right-of-way, and wayfaring signage.
- B. Showcase art, culture, and history to enhance sense of place.

### **2.4 Increase connectivity and accessibility.**

- A. Leverage multimodal infrastructure and technologies to improve accessibility in the City and with neighboring communities.
- B. Implement "complete streets" and non-motorized transportation projects that enable safe access for all users, and increases connectivity between neighborhoods, parks, and commercial areas. Update the Non-Motorized Transportation Plan.
- C. Proactively pursue transportation safety solutions, including rail safety improvements.

# PUBLIC SAFETY

**GOAL:** *The City of Lakewood is one of the safest cities in Washington State.*

**Objectives:**

**3.1 Improve community safety and reduce crime through data driven processes.**

- A. Enhance law enforcement services through on-going training and new technologies.
- B. Promote crime prevention through environmental design (CPTED) principals.
- C. Develop, practice, update, and implement emergency management plans.

**3.2 Match perception of public safety with reality.**

- A. Promote advancements and achievements in public safety and the overall safety of the community.
- B. Provide streamlined and innovative public safety resources for residents, businesses, and visitors.

**3.3 Provide resources to support the health, welfare, and safety of the community.**

- A. Increase proactive abatement, code enforcement, and housing safety programs.
- B. Encourage neighborhood association safety initiatives.
- C. Support creative criminal justice and alternative diversion programs.
- D. Take a proactive role in legislative advocacy in matters that impact public safety.

**3.4 Expand community outreach and educational programs.**

- A. Cultivate and sustain collaborative partnerships with law enforcement and citizens to develop effective solutions, increase trust, and encourage mutual accountability.
- B. Continue to improve communication efforts with youth and multicultural communities to bridge gaps and increase trust.
- C. Emphasize crime prevention through public education.
- D. Continue innovative approaches to address mental health and reduce homelessness.

# FISCAL RESPONSIBILITY

**GOAL:** *The City of Lakewood maintains a strong fiscal position.*

**Objectives:**

**4.1 Provide efficient and effective municipal services.**

- A. Invest resources in core functions based on priorities.
- B. Continually analyze risk assumed by the City, adjust policies and programming if necessary.
- C. Monitor, refine, and respond to performance measures.

**4.2 Evaluate revenues and expenditures and respond to changing service needs.**

- A. Maintain and strategically use reserves in case of economic fluctuations, emergency needs, and to take advantage of emerging opportunities.
- B. Develop balanced biennial budgets consistent with adopted financial policies.
- C. Diversify revenue base and explore innovative funding sources.

**4.3 Make smart investments in people, places, and resources.**

- A. Continue to hire and cultivate top tier City personnel and strategically plan for future City leadership needs.
- B. Seek and promote diverse advisory groups.
- C. Continue to maintain our “Well City” status.
- D. Continue to evaluate and implement strategic partnerships with other jurisdictions and entities for joint services when advantageous.
- E. Continue to enhance cyber security measures to protect City systems.

# TRANSPARENCY

**GOAL: *The City of Lakewood communicates its goals, successes, and challenges to the community.***

**Objectives:**

**5.1 Dynamically promote a positive image of Lakewood.**

- A. Enhance city's image through positive mixed media campaigns and spotlights, planning tools, land use codes, code enforcement, and infrastructure improvements.

**5.2 Advocate for Lakewood at all levels of government.**

- A. Continue to serve in a leadership capacity in national, regional, and local affairs.
- B. Develop annual legislative agenda and proactively engage with the county council, state legislature, and federal delegation.
- C. Improve awareness of JBLM's and Camp Murray's direct and indirect economic impacts on the city, region, county, and state.
- D. Advocate for increased public infrastructure funding for streets, non-motorized pathways, and parks and public spaces.
- E. Advocate for innovative solutions to lagging general fund growth, including: economic development programs to expand City revenues, such as including tax increment financing, and solutions to address unfunded mandates.

**5.3 Strengthen connection with stakeholders, partners, and communities.**

- A. Maintain and improve online services, including: the website and social media platforms.
- B. Implement surveys that measure community priorities, satisfaction, and specific projects.
- C. Expand meaningful, two-way communication opportunities with community stakeholders and regional partner. Focus on inclusive engagement by conducting concentrated outreach to help engage hard-to-reach and vulnerable populations.
- D. Support and collaboratively engage with neighborhood groups, civic associations, and non-profits.
- E. Support access to information on workforce development, healthcare, and local services.
- F. Strengthen relationship with local school districts, colleges, and other public entities.

# ROBUST COMMUNITY

**GOAL:** *The City of Lakewood is a livable, healthy, resilient and inclusive community.*

**NOTE:** All Economic Development, Dependable Infrastructure, Public Safety, Fiscal Responsibility, and Transparency goals and objectives support the continued advancement of a robust community in Lakewood.

## **Objectives:**

### **6.1 Continue to improve the quality of life for all residents, businesses, and visitors.**

- A. Continue to partner with community-based organizations to support vulnerable residents and improve self-sufficiency.
- B. Support and encourage the physical, emotional and mental health of those that live, work, and visit Lakewood.
- C. Develop, partner, and implement innovative strategies that foster a more livable, healthy, equitable, and sustainable community.

### **6.2 Provide a diversity of amenities and events that attract residents, businesses, and visitors.**

- A. Celebrate, value and support the cultural diversity of the community through partnerships, public art, events and programs.
- B. Develop and expand amenities and events that create a sense of place, promote dynamic user experiences, and have multipurpose uses.
- C. Strengthen community connections and support civic engagement.